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NEWSGATHERING AT THE PENTAGON

BY

DOUGLAS LUTHER STROLE

//

A thesis submitted in partial fulfillment of the
requirements for the degree of

MASTER OF ARTS

(Journalism)

at the

UNIVERSITY OF WISCONSIN

1971

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RESEARCH AND DEVELOPMENT

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INTRODUCTION

Background

In 1858, Abraham Lincoln declared, "With public sentiment on its side, everything succeeds; with public sentiment against it, nothing succeeds."¹

Ours is a government "of the people, by the people, and for the people." It follows that Washington officials are obliged to continuously keep the public informed of the government's activities. The government of 1970 is vast and complex. Major issues are plagued by international implications, domestic conflict, and disagreement--both in and out of official circles--on the priorities that should be set in conducting government affairs.

Government officials find it difficult to satisfy the public's desire for information merely by "disseminating" information. Through the media, officials often try to explain, interpret or clarify decisions made or positions taken.

To facilitate the dissemination of information on military affairs, a central office of information was created shortly after the Defense Department was created in 1947. The media have continued to serve as the channel

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through which flows information on the military establishment.

The Pentagon

On July 25, 1947, Congress passed the National Security Act. It became effective, after its signing by President Truman, and on September 17, 1947, James Vincent Forrestal was sworn in as the first Secretary of Defense. Created as the "National Military Establishment," its name was amended to the "Department of Defense" (DOD) in 1949.²

The Defense Department is headquartered in the Pentagon, a structure built in the 1940s on the Virginia side of the Potomac River. The five-sided structure is the world's largest office building, housing 7,000 offices and 17½ miles of corridors.

The sheer size of DOD is reflected by these April 1970 figures: 4.6 million employees--a total about the same as the nation's 30 largest industrial employers; assets of some 200 billion dollars and expenditures totaling about 70 billion dollars annually; 200,000 annual major procurement orders to business; some 100,000 prime and sub-contractors; and installations in 50 states and 100 foreign nations.³

ONSD(PA)

Forrestal initially advocated a policy of total decentralization of Defense public information operations. However, developing a single, coordinated budget for DOD

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However, the Commission is also aware of the fact that the Commission is not a law enforcement agency and it is not its function to investigate or prosecute crimes. The Commission's role is to provide a fair and equitable process for the resolution of disputes between the parties to the dispute. The Commission is not a court of law and it does not have the power to impose sanctions or penalties on the parties to the dispute. The Commission's role is to provide a fair and equitable process for the resolution of disputes between the parties to the dispute.

caused friction between military services which exposed the public to open disputes and disclosures of classified information. As a result, the Defense Secretary moved to restrict the dissemination of information at the seat of the government.

On February 4, 1948, Forrestal instructed the military service secretaries, their deputies and the Joint Chiefs that no article shall be published, or public address be delivered, which touched on a "controversial subject." He pointed out that one such subject was the budget.⁴

As the result of two separate studies of the public information function at the Pentagon,⁵ Forrestal established --July 1948--the position of Assistant to the Secretary, Office of Public Information (OPI). Harold Hinton, a member of the New York Times Washington bureau since 1932, was appointed to the position.

Hinton established a central press room in the Pentagon, to serve the three military services and the Office of the Secretary of Defense (OSD) as a convenience to the media and the public. The services provided part of the personnel for the consolidated operation and separate press rooms were abolished. The new information operation officially opened on August 11, 1948.

Ten days before his retirement, Forrestal issued a final directive (March 17, 1949) which (a) scrapped the

desired training centers, training which would be
 held in open classes and laboratories in chemical
 engineering. It is hoped that the training would be
 under the supervision of technicians in the field of
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On February 21, 1941, the following was
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concept of decentralized information operations. (b) set up a functional Office of Public Information. (c) channeled the release of all Defense information in Washington through the OPI, and (d) restricted service public information offices to merely supervision and coordination of field installations outside of Washington.

Thus the OPI became the sole agency of the National Military Establishment at the seat of the government for dissemination of information.

On March 18, 1949, William Frye took office as the first Director of OPI. He imposed a personnel ceiling of 110 on the public information organizations of each service. This included those transferred to OPI. Each service was told that no more than 15 of the 110 could be used to give public relations advice to the service secretary and Chief of Staff or Chief of Naval Operations to oversee internal departmental operations and to coordinate public information activities of the field installations.

A return to decentralization, however, was dictated by the outbreak of the Korean War. The services were authorized verbally to recapture the function absorbed by the Forrestal centralization directive of 1949 and expand personnel ceilings beyond the pre-1949 level.

As the war worsened and General MacArthur became increasingly outspoken on politico-military issues, President Truman (Dec. 5, 1950) imposed new requirements

for advance clearance by the State Department on foreign policies and the Defense Department on military policies.

Congress became alarmed at the greatly expanded military public information activities when in Fiscal Year 1951, the figures reached 3,328 persons and 12,286,000 dollars. Beginning in FY 1952 through 1959, limits were imposed and lowered each year. The estimated figures dropped to 1,039 persons and 4,795,000 dollars in FY 1953 to 515 persons and 3,000,000 dollars by FY 1958. After repeated pleas by DOD, Congress abolished the limitation beginning with the FY 1960 budget.

In April 1953, Secretary of Defense Charles Wilson revived Forrestal's centralization directive. The public information function was elevated to the Assistant Secretary of Defense (ASD) level. The function of public information and legislative liaison was placed under the ASD for Legislative and Public Affairs. Fred Seaton was appointed to this position on Sept. 15, 1953. The two functions were separated on March 21, 1957, and Murray Snyder was appointed the first Assistant Secretary of Defense (Public Affairs)--ASD(PA).

In August 1956, Wilson appointed Charles Coolidge, former ASD, to head a committee on classified information. The committee reported (Nov. 1956) that DOD both withheld too much information and gave out too much information or "overclassification and deliberate unauthorized

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Source: *Journal of the American Statistical Association*, 1997, 92, 1037-1046.

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The committee expects that the proposed changes will be implemented by the end of 2010.

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disclosures."

This committee also offered some views on how to control press interviews with military officials. It was suggested that all interviews by the press with DOD officials should be arranged through the OPI, and if so requested by the person to be interviewed, a representative of that office should attend the interview. There are striking similarities between this provision and Arthur Sylvester's 1962 interview monitoring directive which caused such controversy through the 1960s.

In the 13 years leading up to 1960, centralization of the public information activities by OSD became a permanent feature of unification. However, greater "unification" and tighter control over military information and organizations came under the strong hand of Defense Secretary Robert McNamara during the sixties.

Public Mood Toward Military Changes During the 1960s

The period 1960 through 1970 was a decade of change in the public's attitude toward the military. The mood of the American people, both young and old, became one of confusion, distrust, and criticism toward their government's Defense arm. The Vietnam conflict and the "military-industrial complex" syndrome changed the public's mood--as reflected through Congress--from one of "give 'em anything" to "cut the Defense budget first."

The new mood of the citizenry placed a greater burden (a) on the military correspondents to interpret events and policies to the public, (b) on the Congress to question and criticize DOD to appease their constituents, and (c) on the Defense public affairs officer tasked with the responsibility both of defending and explaining military actions.

In 1970, more than ever before, Defense officials operate on the defensive and spend much of their time reacting to public criticism and questioning by unfriendly congressional committees.

In June 1970, two veteran Washington military correspondents made the following observations on the change in public mood toward the military:

I think something has happened in DOD that bears on the question over the years. First, I suspect the public may be a little bored with Defense information. Second, the word "atomic" used to be magic; not any more. The public's receptivity has diminished.⁶

The other said:

A reflection of the mood toward the military is that when Admiral Moorer was appointed Chairman of the Joint Chiefs, his picture was not on any cover of a national magazine. This wouldn't have happened ten years ago. There are not any World War II heroes any more. The public is just not interested. They probably don't even know who Admiral Moorer is; General Westmoreland maybe, because of his Vietnam tour. But others have dropped out of the public eye.⁷

Another regular described how this mood is reflected in the press:

On one hand, an editor will say the Pentagon, White House, and Hill are the three most important agencies

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in D. C. Yet, when you see the amount of explanatory space on DOD news, there's not as much there as there was ten years ago. . . . We've become so polarized in this country over Vietnam and the military-industrial complex that we are "issue-oriented" in the press. Unless there's a hot controversy going on, we're not interested. For instance, ABM [anti-ballistic missile] is a political story; the press prints that Laird says something, then that Frowmire says something. We never go into the facts on ABM--its drawbacks in the military sense. This is a great reporting flaw and leaves the reader confused as hell.⁸

Purpose of Study

The main purposes of this study are: (1) to establish how Washington military news correspondents evaluate their sources of Defense information; (2) to identify the barriers, as perceived by these reporters, in the news-gathering process that hinder the free flow of military information from DOD to the public through the media; (3) to ascertain how Pentagon newsmen assess: (a) Defense public affairs organizations, (b) DOD news policies and procedures, and (c) Pentagon officials in 1970; and (4) to determine who the military correspondents are, how they evaluate the performance and caliber of other Washington newsmen, and how they report on the military beat.

A secondary objective, was to determine what was written about Defense news policies and the Pentagon press corps during the sixties.

Basic questions were:

- (a) SOURCES: What news sources generally are of greatest importance to military correspondents? Which sources are most "preferred" and which are

most often "utilized"? How do reporters evaluate the significance and volume of information received from each of 15 news sources available?

- (b) BARRIERS: What are the three greatest obstacles? What or who caused them? How do they affect the reporter's newsgathering techniques?
- (c) DEFENSE INFORMATION OPERATIONS: How does the Pentagon press corps evaluate current Defense news policies and procedures? What affect does the McNamara-Sylvester philosophy toward news dissemination in the sixties have on public affairs activities in 1970? How do newsmen view DOD officials (military and civilian) with respect to accessibility, credibility, and productivity? Has gathering information on Defense affairs become more difficult during the last ten years? What affect has muzzling the military during the sixties had on military officials in 1970?
- (d) THE CORRESPONDENT: How does he cover the Pentagon? How does he evaluate the generalist reporter, performance of other newsmen, and the caliber of the corps of regulars at DOD with the Washington press corps? How has the composition of the press corps changed in the last ten years? Do military correspondents of 1970 endorse basic criticisms made by the general media against DOD information policies, such as: (a) Defense officials routinely

There are no other persons named in the document who are known to be involved in the activities of the group.

1. The following information was obtained from the records of the
2. State of New York, Department of Social Services, Division of
3. Family Services, for the period from January 1, 1960, to
4. December 31, 1960, and is being furnished to you for your
5. information.

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lie to the public and the press; (b) news management is the greatest problem for Pentagon reporters; and (c) the corps of military correspondents is a "kept" press.

Significance

In 1960, George Underwood completed a study of the Pentagon press corps. "The Washington Military Correspondents" (unpublished master's thesis, University of Wisconsin) narrowed Leo Rosten's 1937 work, The Washington Correspondents⁹ to include just Defense reporters. Underwood's study was the first and only critical analysis of this corps of Washington newsmen.

The purpose of Underwood's study was to describe and analyze: (1) how Washington military correspondents operate; (2) what problems they encounter in gathering military news; (3) what education and journalistic experience they have had; and (4) what opinions they held on controversial military issues.

Underwood gathered most of his data by mail-questionnaires in March 1960. Thirty-nine reporters participated in his study. Thirty-one were members of the Pentagon press corps, two were former members, two were military specialists outside of Washington, one was a Defense specialist in Washington, another was a roving military feature writer for the Associated Press, one an editor of an army magazine, and the other was with CBS in

Let us first consider the case of a
single point source. The solution
is given by the formula
$$u(x,y,z) = \frac{1}{4\pi R} \exp(i k R)$$

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Washington.

Eight correspondents who were part of the 1960 Pentagon press corps are still covering the military beat in 1970. (They all participated in this 1970 study.)

In the Spring 1965 issue of Columbia Journalism Review, Jules Witcover, former Pentagon correspondent, authored an article on the military correspondents, "The Surliest Crew in Washington."¹⁰

Underwood's and Witcover's efforts were the only two works devoted to describing this corps of Washington newsmen, only one of which was published.

Since Underwood completed his study, the Defense Department has undergone great changes in its information function. This was due primarily to the personal philosophy of Defense Secretary McNamara and his ASD(PA), Arthur Sylvester. Procedures they implemented have generally remained the same through the end of the decade.

The 1960s were filled with press criticism of the Pentagon's news policies. The key issues were: news management, muzzling the military's voice, executive privilege, overclassification, freedom of information, the government's right to lie, news weaponry concept, and the overall tightening of the flow of Defense news under the centralized DOD Office of the Assistant Secretary of Defense (Public Affairs)--OASD(PA).

As an outgrowth of this criticism, a great volume

of material was written during the sixties on Defense news policies. From extensive review by the author of secondary source material it is apparent that a vast amount of diversified material was written "about" the Pentagon as a beat or source; "about" the barriers in gathering military information and reporting Defense news; and finally, "about" military correspondents--especially the regulars.

This research also revealed two key weaknesses in what the public and those in the journalism community have been exposed to in this context: (a) the majority of related material was authored by media representatives who had little or no direct association with the Pentagon; many had never actually covered DOD--thus their views were likely based on hearsay or personal opinions, rather than first-hand experience; and (b) while journalists were quick to jump on the bandwagon of criticism during the sixties, little effort was made to establish how military correspondents themselves viewed the whole newsgathering process at the Pentagon, and more specifically, the flow of information from DOD to the public through the media.

A basic drawback to Underwood's study is he did not distinguish between regulars, irregulars, and military journal correspondents in the presentation of his data. In addition, his sample included several reporters who were not considered part of the Pentagon press corps as such. Some of the cruelest criticism of Defense policies during

the last decade came from reporters who covered the Pentagon, but on an irregular basis. This study concentrated on the opinions of the regulars, while presenting the views of irregulars and military journal reporters separately in an effort to isolate those correspondents who truly specialize in reporting military news.

Study Organization

Chapter I sets the mood of the sixties by reviewing media reaction and criticism of Defense information operations, policies, and procedures.

The second chapter describes the author's methodology of gathering and presenting the data.

Chapter III offers a perspective on the 1970 Pentagon press corps, how military correspondents go about reporting the Defense beat, and how these reporters view other newsmen in Washington.

The fourth chapter concentrates on DOD officials, information organizations, and procedures as seen by the military correspondents.

Chapter V gives an overview of the 15 news sources available to the Defense reporter and his evaluation of each.

Chapter VI deals with the barriers in the news-gathering process at the Pentagon as perceived by newsmen.

The seventh chapter summarizes the study and offers conclusions.

The first section of the report deals with the general situation in the country. It is a very short section, but it is very important. It is the only section in the report which is not a mere statement of facts, but which is a statement of opinion. It is a statement of opinion which is based on a very wide knowledge of the country and its people. It is a statement of opinion which is based on a very wide knowledge of the country and its people. It is a statement of opinion which is based on a very wide knowledge of the country and its people.

GENERAL SITUATION

Chapter I deals with the general situation in the country. It is a very short section, but it is very important. It is the only section in the report which is not a mere statement of facts, but which is a statement of opinion. It is a statement of opinion which is based on a very wide knowledge of the country and its people. It is a statement of opinion which is based on a very wide knowledge of the country and its people.

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Sources of Information

The primary source of information for the study is data gathered from personal interviews with regulars and mail-questionnaire responses from irregulars and military journal correspondents.

The substance for Chapter I is secondary source material authored during the last decade.

The author made two visits to the Pentagon; one in April and the other in June 1970. In addition, the author considers himself a source as a "participant-observer" in the newsgathering process at DOD. A two-year tour as press officer in the News Branch, Media Relations Division, of the Navy's Office of Information at the Pentagon immediately preceding graduate studies in Sept. 1969 provided direct personal experience with the Pentagon press corps and the problems they encounter in trying to gather the news. From this experience, the author can also appreciate problems of the public affairs officer in trying to get information from officials to the press corps. In addition, other tours as a Navy public affairs officer have been useful to the study.¹¹

Definitions

DOD (Department of Defense): Includes the Office of the Secretary of Defense (OSD) and the three military services--Departments of the Army, Navy, and Air Force.

OASD(PA)--Office of the Assistant Secretary of Defense (Public Affairs): For this study, OASD(PA) refers to the ASD(PA), his two deputies, and the Directorate for Defense Information (DDI). Organizationally, OASD(PA) also includes: Directorate for Community Relations; Directorate for Plans and Programs; and Directorate for Security Review.

DDI (Directorate for Defense Information): Responsible for the routine execution of the information function and maintains daily contact with the media. Includes the Press Division and the Audio-Visual Division, plus the Southeast Asia Division. DDI is headed by a military service information officer assigned to OASD who is directly responsible to the ASD(PA) and his deputies for the conduct of disseminating Defense information and assisting newsmen gather material on DOD.

PAO or IO (Public Affairs Officer or Information Officer): Refers both to military and civilian information types. The terms are used interchangeably throughout the study. While the ASD(PA) and his deputies are political appointees, military officers are assigned by their service to OASD(PA) for normal tours of duty. A number of government service (GS) civilian information specialists remain a part of OASD(PA) from administration to administration and provide continuity to the program. A military PAO may be a specialist also--having been designated officially by his

ORGANIZATION OF THE BUREAU OF INVESTIGATION

The Bureau of Investigation is organized into several divisions, each of which is responsible for a specific function. The divisions are: (1) Administration, (2) Criminal Investigation, (3) Identification, (4) Inspection, (5) Intelligence, (6) Legal, (7) Planning and Statistics, (8) Training, and (9) Public Relations. Each division is headed by a chief, who reports to the Director of the Bureau.

Division

1. Administration (Chief: Mr. J. Edgar Hoover)

The Administration Division is responsible for the general management of the Bureau. It handles all correspondence, reports, and other documents. It also manages the Bureau's budget and personnel. The Division is organized into several sections, each of which is headed by a chief. The sections are: (1) General Administration, (2) Personnel, (3) Finance, (4) Legal, (5) Planning and Statistics, (6) Training, and (7) Public Relations.

2. Criminal Investigation (Chief: Mr. J. Edgar Hoover)

The Criminal Investigation Division is responsible for the investigation of crimes. It handles all cases of crime, including murder, robbery, and kidnapping. The Division is organized into several sections, each of which is headed by a chief. The sections are: (1) General Criminal Investigation, (2) Organized Crime, (3) Terrorism, (4) Narcotics, (5) Prostitution, (6) Gambling, (7) Alcohol, (8) Firearms, (9) Motor Vehicles, (10) Aircraft, (11) Ships, (12) Railroads, (13) Buses, (14) Trucks, (15) Motorcycles, (16) Bicycles, (17) Scooters, (18) Motorbikes, (19) Motorcars, (20) Motorcycles, (21) Motorbikes, (22) Motorcars, (23) Motorcycles, (24) Motorbikes, (25) Motorcars.

service based on background, education, and experience--and will only serve in that capacity throughout his military career. Others who have basic qualifications may serve in a PAO billet for one or two tours, but retain their designator, such as an aviator, unrestricted line officer, or other primary job code for his service. When PAOs are discussed in Chapter IV, no attempt is made to distinguish between the information "specialist" and the non-designated PAO since newsmen generally are not aware of the officer's background; they merely judge him on performance.

Military Service Information Organizations: Refers to the individual military service information offices in Washington. The Navy, Marines, Army, and Air Force each have a chief or director of information services and a staff that coordinates public affairs activities with OASD(PA) in Washington.

Press: This term is used interchangeably with "newsmen," "correspondents," and "reporters." All refer collectively both to print and electronic media.

Pentagon Press Corps: Refers to all Washington correspondents that are assigned either full-time or part-time to the military beat. This is an unofficial title since the press corps has never been formally organized, as is the case with the State Department and White House Correspondents Associations.

Regulars: This term describes those military

correspondents assigned by their news outlet to cover the Pentagon either full-time or on a regular basis (visits the Pentagon daily for the sole purpose of gathering news for Defense stories). These reporters are considered specialists in military affairs, and have office space in the Pentagon.

Irregulars: Those Washington newsmen who include the Pentagon on their assigned beats. Usually they either concentrate on one or two of the other major beats in town and occasionally produce a military story, or they are generalist reporters for smaller bureaus who try to cover several beats. When a hot story breaks or a special news conference is called, they are the ones who cover for their news outlet.

Military Journal Correspondents: Refers to those newsmen representing publications oriented to the military audience. Some are considered "regulars" around the press room, while others concentrate on reporting one service. Because of their outlets and intended audiences, their responses are presented separately, but included in the combined totals since they gather Defense news in the same manner as any other correspondent.

News Outlet: The correspondent's publication (newspaper, magazine, etc.), news service (wire or chain), or network (radio and television) he represents as a reporter of military affairs.

Military Officials: Refers to uniformed personnel in the Defense Department. "Senior military officials" refers to flag or general officers in DOD.

Civilian Officials: Refers to civilian personnel in DOD. "Senior civilian officials" refers to Assistant Secretaries of Defense and above or Military Service Secretaries.

Defense Officials: Refers both to military and civilian officials in the Department of Defense.

Veteran Military Correspondent: Refers to those Washington correspondents who have been a "regular" for nine or more years of covering the military beat. In June 1970, there were eight newsmen in this category.

FOOTNOTES TO INTRODUCTION

¹Cited in Thomas A. Bailey, *The Man in the Street* (New York: The MacMillan Co., 1948), 1.

²For further details on the Department of Defense see: Jack Raymond, *Power at the Pentagon*; C. W. Borklund, *The Department of Defense*; and John M. Swomley, Jr., *The Military Establishment*. Particulars are cited in Bibliography.

³Cited in address by Jerry W. Friedheim, Principal Deputy ASD(PA), before the Theta Sigma Phi Front Page banquet, Tulsa Club, Tulsa, Oklahoma, April 3, 1970.

⁴George Vernon Underwood, Jr., "The Washington Military Correspondents" (unpublished master's thesis, University of Wisconsin, 1960). The basic material for this brief sketch of the development of OASD(PA) from 1948 to 1960 was drawn from Underwood's work. He goes into greater detail in his thesis. See Underwood, pages 18 through 56. Other references were taken from the sources listed in footnote No. 2 above.

⁵Refers to Cresap, McCormick and Paget Report, and the Mathews-Kluckhohn Report. Both are described in Underwood, "The Correspondents," 22-23.

⁶Correspondent "H." personal interview, Washington, D. C., June 1970.

⁷Correspondent "R." personal interview, Washington, D. C., June 1970.

⁸Correspondent "N." personal interview, Washington, D. C., June 1970.

⁹Leo C. Rosten, *The Washington Correspondents* (New York: Harcourt, Brace and Co., 1937).

¹⁰Jules Witcover, "The Surliest Crew in Washington," *Columbia Journalism Review*, Vol. IV, No. 1, Spring, 1965.

¹¹The author has also been: the assistant public affairs officer (PAO) for the Navy's Task Force 77 (ships operating in the Tonkin Gulf off North Vietnam); PAO for the Service Forces, U. S. Atlantic Fleet; and PAO for the carrier *USS Yorktown* (CVS-10) in the Pacific Fleet.

REPORT OF THE COMMISSION

1. The Commission was organized on July 1, 1947, by the President of the United States, in accordance with the provisions of the Executive Order of June 30, 1947, which provided for the establishment of a Commission to investigate the activities of the Communist Party in the United States.

2. The Commission's first task was to determine the scope of its investigation. It decided to limit its investigation to the activities of the Communist Party in the United States, and to exclude from its investigation the activities of the Communist Party in other countries.

3. The Commission's second task was to determine the methods of its investigation. It decided to use the methods of investigation which it considered to be the most effective for the purpose of its investigation.

4. The Commission's third task was to determine the results of its investigation. It decided to report to the President of the United States the results of its investigation, and to make such recommendations as it considered to be appropriate.

5. The Commission's fourth task was to determine the conclusions of its investigation. It decided to report to the President of the United States the conclusions of its investigation, and to make such recommendations as it considered to be appropriate.

6. The Commission's fifth task was to determine the recommendations of its investigation. It decided to report to the President of the United States the recommendations of its investigation, and to make such recommendations as it considered to be appropriate.

7. The Commission's sixth task was to determine the findings of its investigation. It decided to report to the President of the United States the findings of its investigation, and to make such recommendations as it considered to be appropriate.

8. The Commission's seventh task was to determine the conclusions of its investigation. It decided to report to the President of the United States the conclusions of its investigation, and to make such recommendations as it considered to be appropriate.

9. The Commission's eighth task was to determine the recommendations of its investigation. It decided to report to the President of the United States the recommendations of its investigation, and to make such recommendations as it considered to be appropriate.

10. The Commission's ninth task was to determine the findings of its investigation. It decided to report to the President of the United States the findings of its investigation, and to make such recommendations as it considered to be appropriate.

11. The Commission's tenth task was to determine the conclusions of its investigation. It decided to report to the President of the United States the conclusions of its investigation, and to make such recommendations as it considered to be appropriate.

CHAPTER I

THE MEDIA AND THE DEPARTMENT OF DEFENSE:

A DECADE OF TURBULENCE, 1960 - 1969

Without criticism and reliable and intelligible reporting, the government cannot govern. For there is no adequate way in which it can keep itself informed about what the people of the country are thinking and doing and wanting. The most elaborate government intelligence service is an insufficient provider of the knowledge which the government must have in order to legislate well and to administer public affairs.

--Walter Lippmann, September 1965¹

The Government-DOD-Press Relationship

"The government acts in regard to mass communications in three main ways: first, it may use its powers to limit or suppress discussion. . . . Second, the government may act affirmatively to encourage better and more extensive communications. . . . Third, the government may be itself a part in the two-way process of communications."²

During the same year that Zechariah Chafee authored the above statement, the "National Military Establishment" (later changed to the Department of Defense or simply DOD) was created by the National Security Act of 1947. This also marked the beginning of a conflict between the Washington press corps and Defense officials over how military information would be made available to the public.

CHAPTER I

THE STATE OF THE COUNTRY IN 1847

A REVIEW OF THE COUNTRY IN 1847

During the year 1847, the country was in a state of great distress. The government was unable to meet its obligations, and the people were suffering from want and disease. The country was in a state of anarchy, and the people were in a state of confusion. The government was unable to maintain order, and the people were in a state of despair. The country was in a state of poverty, and the people were in a state of misery. The government was unable to provide for the needs of the people, and the people were in a state of starvation. The country was in a state of chaos, and the people were in a state of terror. The government was unable to protect the people, and the people were in a state of helplessness. The country was in a state of ruin, and the people were in a state of despair.

THE COUNTRY IN 1847

The country in 1847 was in a state of great distress. The government was unable to meet its obligations, and the people were suffering from want and disease. The country was in a state of anarchy, and the people were in a state of confusion. The government was unable to maintain order, and the people were in a state of despair. The country was in a state of poverty, and the people were in a state of misery. The government was unable to provide for the needs of the people, and the people were in a state of starvation. The country was in a state of chaos, and the people were in a state of terror. The government was unable to protect the people, and the people were in a state of helplessness. The country was in a state of ruin, and the people were in a state of despair.

In 1969, Phil Goulding--reflecting on his tenure as Assistant Secretary of Defense for Public Affairs (ASD/PA)--wrote, "The conflict between the press and government is not only natural but essential."³ The 22 years that span the Chafee-Goulding remarks were filled with literature reflecting the problems of disseminating and gathering news in Washington, D. C.

Walter Lippmann described the relationship between officials and newsmen in this context:

This great democracy will depend for the truth on the unending pulling and hauling between the good reporters wanting a true story and the officials who believe, as the saying goes, that they are protecting the national interest.⁴

The government official and the newsmen have been called "antagonists," "associates," "allies," and "adversaries." Both are part of a communication system that cannot function effectively without the cooperation of the other. Douglass Cater suggested that government affairs reporters represent a fourth branch of government;⁵ other of his colleagues do not go that far.

However, Washington journalists agreed the media's role is highly significant in the governing process. At minimum, the press serves as the most effective single check--if not a balance--on government.

Whatever label is given this relationship, there was general concurrence that the inherent conflict between official and newsmen not only is healthy, but essential to

to 1960. The number of persons in the family was

estimated to be 1.2 persons per family (1960).

There were several factors which may have caused the

low rate of growth in the population.

The first factor was the low birth rate.

Following the period of 1945-1950, the birth rate

in the family was low.

Other factors which caused the low birth rate

may be the low level of living.

The low level of living may be the cause of

the low birth rate and the low level of living.

There were several factors which may have caused the

low rate of growth in the population.

The first factor was the low birth rate.

Other factors which caused the low birth rate

may be the low level of living.

The low level of living may be the cause of

the low birth rate and the low level of living.

There were several factors which may have caused the

low rate of growth in the population.

The first factor was the low birth rate.

Other factors which caused the low birth rate

may be the low level of living.

The low level of living may be the cause of

the low birth rate and the low level of living.

There were several factors which may have caused the

low rate of growth in the population.

the public's understanding of its government's activities. But for the media to function, they must have access to government information. Clark Mollenhoff, Pulitzer Prize winner in 1958 for national reporting, repeatedly stated that no single factor is more important to the strength of our democracy than the free flow of accurate information about government operations.⁶ However, this flow slowed down during the sixties.

In 1969, Joseph Kraft drew attention to a paradox, stating that while the Washington press are steadily improving their work, the task of adequately covering the capital seems to be growing steadily harder and at an even more rapid clip.⁷

Throughout the last decade the general media viewed the Pentagon as the tightest and toughest beat in Washington. The significance of an aggressive Pentagon press corps, the growth in complexity and size of DOD, and the free flow of information all were complicated by stricter control of military news during this period.

Another complicating factor in 1970 is that the Pentagon's responsibilities touch almost every activity in the country's social and economic arenas while coping with national security. More than ever before, the public, the congress, and the press vigorously demand the fulfillment of their need and right to know about the activities of the military establishment.

The feelings from Capitol Hill were expressed in August 1970 by Senator Stuart Symington, D-Mo.:

The citizens of this nation, conscious of the need for more and better housing, more and better schools, control of crime, and pollution, etc., are nevertheless bending under increasing taxes along with reduced purchasing power due to inflation; and they have the right to know a lot more about the reasons for these multibillion-dollar /defense/ expenditures.⁸

Because of this attitude, it is apparent that officials no longer believe they can accomplish their mission in spite of the press--a charge often directed against Robert S. McNamara when he was Secretary of Defense (1961-1968). Also, there is an increasing appreciation that this mission cannot be accomplished without the support of the American people. More to the point, one military correspondent said: "More and more, officials realize that without public support it is difficult to fund Defense programs."⁹

But this support has not been easy to get because the Vietnam conflict and the military-industrial complex syndrome have confused people's feelings toward anything associated with the military. The best means, at least, for carrying the Defense Department's message to the public in order to inform and gain their support is through the media.

This is the area that gives officials the greatest headaches. While recognizing that our society depends on the existence of an enlightened public, Defense officials

The findings from the survey will be reported in

Form 100 in the Survey Report, Form 100.

The purpose of this survey is to determine the needs of the community and to provide information to the community. The survey will be conducted in the community and the results will be reported in the Survey Report, Form 100. The survey will be conducted in the community and the results will be reported in the Survey Report, Form 100.

Between the two surveys, it is expected that

efforts to improve the community will be made.

It is expected that the survey will provide information

to the community and to the community.

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must always concern themselves with the built-in conflict between the need to release and yet to protect military information or "maximum disclosure consistent with national security." The media have questioned whether there is not too much emphasis on protecting information.

The Pentagon Beat in the Sixties

A Time-Lou Harris poll conducted in the fall of 1969 showed that although the public feels it is better informed on government activities than five years earlier, results revealed a substantial distrust of news that comes out of the capital. A majority of newspaper readers endorsed Washington reporters as being the best in the country; but three out of four felt the real story in Washington was behind the scenes and only a small part ever got into the news.¹⁰ The media took it one step further and felt this applied even more so to DOD.

Early in the 1960s, there were accusations from within the media that the Pentagon generally was ignored and inadequately covered. It was also charged that there was not enough in-depth reporting of Pentagon affairs until the end of the decade. The editors of the Columbia Journalism Review went so far as to classify the Defense Department among the ten least covered broad "institutional" stories by American journalism during the sixties.¹¹

In 1969, Mollenhoff used the word "shocking" to describe the record of Pentagon news coverage during the

past decade. He accused the media of just realizing that the spending of half the national budget and the status of national defense is worth covering week by week. The press allowed itself, Mollenhoff said, to be dominated and overwhelmed in many cases by propaganda of the centralized Pentagon press office (OASD/PA).¹²

A veteran military correspondent disagreed and suggested to the author that there ~~was~~ in-depth reporting during the 1960s. However, he added, "Before the latter part of the past decade, overall coverage of Defense matters was hindered because there were not enough full-time Pentagon reporters, especially from the electronic media."¹³ It was not until the last few years that both radio and television outlets have assigned correspondents on a regular basis to the Defense beat.

When reporters are assigned to cover several government departments or agencies they find it difficult to adequately report on any single one. To cope with the maze of bureaucratic subtleties found on each beat, the media turned to the "specialist" reporter in the sixties; there are few "generalists" in the 1970 Washington press corps.¹⁴

Interpretative reporting also reached a new peak during the last decade, although it was not something new to Washington reporters. In 1969, Rivers and Schramm noted that in the capital straight news reporting, of the conventional sort, was judged inadequate with the coming of the

[illegible][illegible]

There are two main reasons why the Government has decided to do this. First, it is necessary to have a clear and concise statement of the Government's policy on this matter. Second, it is necessary to have a clear and concise statement of the Government's policy on this matter.

During the past month, attempts to get the Commission to establish a working group to study the situation in the Soviet Union have been unsuccessful. The Commission has been unable to get the Soviet Union to agree to a working group to study the situation in the Soviet Union.

New Deal in 1933:

Some correspondents say they can fix the exact time when "the old journalism" failed: the day the U. S. went off the gold standard. . . . The gathering complexity during the New Deal days, during World War II, and especially when the cold war began, made it increasingly difficult to confine reporting to straight news of the sort that had been developed decades earlier.

Rivers and Schrama concluded that simply by reporting what a government official said or what Congress did was often misleading because the facts did not quite speak for themselves.¹⁵

Since the end of World War II, the government has increased both in size and responsibility while coping with America's new role as the giant among free nations. As the hub of national security, the Defense Department took on greater responsibilities and became an integral part of the policy-making decision process. This resulted in an increased involvement in global political matters, as well as military participation, in the name of Communist containment and the preservation of world peace.

Probably more than any other government organization, the Pentagon's complexity and variety of missions necessitated interpretation if the public was to comprehend the intertwining policies, decisions, and actions of the military establishment. As in other departments--only more so--the media found during the sixties that the only alternative to the question of how to cope with the vastness of DOD was to turn to specialist reporters. A correspondent

assigned full-time to the military beat would be able to delve deeply into the subject and, hopefully, become an expert on Defense affairs. The ability to knowledgeably interpret military and national security matters would be his greatest asset.

Lippmann, speaking before the National Press Club in 1960, described this approach to reporting in Washington:

. . . reporting [in Washington] is no longer what we thought it was in much simpler days. If we tried to print only the facts of what had happened--who did what and who said what--the news items would be like the pieces of a jigsaw puzzle thrown in a heap upon the table. The unarranged pieces of raw news would not make a picture at all, and fitting them together so that they do make a picture is the inescapable job of a Washington correspondent.¹⁶

Military Correspondents in the Sixties

There were many in the Washington press corps during the sixties who viewed the military correspondents as being somewhat below those reporters who cover the White House, State Department, and Congress. They did not feel the Pentagon had the prestige of the other three beats and consequently considered full-time military reporters as being second-rate. A substantial number, however, recognized that the military correspondent probably worked harder to get his information because of military security and the central control of information on his beat.

In 1965, Jules Witcover added another perspective when he commented on the Pentagon press corps in the Columbia Journalism Review. He wrote that most Washington

newsmen are both sympathetic and respectful toward Pentagon correspondents: "It is a beast where news sources must be built within--and even against--a system that is bigger, more intricate and often more hostile than any other in Washington."¹⁷

While still the Washington Star's Pentagon reporter, Richard Fryklund (later a Deputy ASD/PA) wrote that he knew of no other beast: where news sources were subjected to lie detector tests because they talked with newsmen; where officials appealed to patriotism to suppress legitimate news stories; in which reporters assumed phones are tapped and they are shadowed occasionally; and where officials considered the flow of news to be a weapon used in a crisis situation.¹⁸ His comments were based on experience during the first half of the last decade.

There were also some Washington newsmen who openly suggested that military reporters had thrown in with the services against the civilian administration or were "soft" on the Pentagon. Others viewed them as either spoon-fed "publicists" for the military's cause, or accused them of being "lap-dogs" instead of "watch-dogs";¹⁹ reluctant to criticize those who controlled major news sources and fearful of being "cut-off" if not sympathetic with official DOD positions.

In April 1970, Derek Shearer authored an article in The Nation in which he said the Pentagon press corps, in most cases, has proven itself an arm of the Defense

1. The first step in the process of the investigation is the identification of the problem. This is done by the investigator who is responsible for the study. The next step is to collect data. This is done by the investigator who is responsible for the study. The next step is to analyze the data. This is done by the investigator who is responsible for the study. The next step is to interpret the data. This is done by the investigator who is responsible for the study. The next step is to report the results. This is done by the investigator who is responsible for the study.

in a state of confusion. The Government has been unable to maintain the peace in the country since the revolution of 1911. The Government has been unable to maintain the peace in the country since the revolution of 1911. The Government has been unable to maintain the peace in the country since the revolution of 1911.

1. The first of these is the fact that the Commission has not yet received any information from the Government of the United Kingdom regarding the progress of its investigation into the alleged activities of the British Intelligence Service in the United States.

The finding is noted as being the first time it has been reported.

In April 1970, the United States was notified by the British government that it had received information from its intelligence sources that the Soviet Union was planning to launch a nuclear attack on the United States.

establishment: "The Pentagon, as might be expected, has done everything it could to curry favor with the press and it has succeeded. . . . Most members of the Pentagon press corps accept the assumptions of the military."²⁰

And still another correspondent drew attention to what he called the "vested interest" problem; stating that in the Pentagon it is commonplace for reporters to make alliances with one or another of the armed services, presenting by and large that particular service's views on highly controversial problems of national defense.²¹

It is true that many of the correspondents have excellent contacts both in the military services and the Office of the Secretary of Defense (OSD). Yet the above implications indicate that many Washington newsmen generally have underestimated the Pentagon reporters.

Daniel Z. Henkin--Goulding's successor as ASD(PA)--suggested to the author during an interview that "those who attack military correspondents as lap-dogs only insult good reporters." He added that it is more likely they are really attacking DOD rather than the reporters. Henkin--himself a long time military reporter before entering government service in 1965--said that in reality, there are very critical stories reported by Defense correspondents. But he stated this was good; that "there always has been and always will be a conflict between Defense officials and military reporters, but this is healthy for the military establishment."²²

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Chronology of Media Views Toward Department of
Defense News Policies and DDP(P)s
During the Sixties.²³

1960

By 1960, it could be observed that the Defense Department from its creation had been trying to centralize and exercise control over information activities. These attempts were continuously thwarted by the military services, by Congress, and by the media.

Murray Snyder served as the top DOD public affairs officer from October 1957 to January 1961. A former New York Herald Tribune political writer, Snyder was the assistant to presidential press secretary James Hagerty from 1953 to 1957. The media were rather critical of the Assistant Secretary of Defense for Public Affairs. Time magazine editorialized that "military men, contractors, and newsmen were close to unanimous in the opinion that Snyder stood as a major obstacle in the way of sensible and constructive reporting of the United States defense posture."²⁴ He also was referred to as the "arch censor" of Washington bureaucracy.²⁵

The U-2 affair in May 1960 was cited by the media as an example of the worst type of news management--the government lying to the public. The late President Eisenhower said:

The big error we made was, of course, in the issuance of a premature and erroneous cover story. . . .

CHRONOLOGICAL LIST OF THE
SOURCES OF THE
HISTORICAL RECORD

1891

By 1891 it seems to have been

discovered that the existing

and various sources were

entirely new and entirely

by Congress, and by the

very large number of

which from October 1st to

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assisted in the

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Credibility in our information programs is the first essential, and it cannot be achieved by falsehood and hypocrisy, which would be promptly exposed by a free press.²⁶

Lippmann felt that the government "talked too much" during the incident.²⁷

In many of the major issues, secrecy prompted press criticism of the Eisenhower administration's news policies. In 1960, the media were backed by the Moss Committee's Five-Year Report concerning this problem. Moss began his investigations of government information activities in 1955 to find out whether there was a "paper curtain" of secrecy in Washington. By July 1960 he changed his terminology to a "paper mountain" of secrecy.²⁸

The press felt that mis-use of secrecy was a particularly effective means for DOD officials to cover mistakes and improprieties because they could hide behind military or national security.²⁹

1961

The most controversial ASD(PA), Arthur Sylvester, was appointed to the post by President Kennedy on January 23, 1961, and held that position until he voluntarily retired in February 1967. A New Jersey Newark News reporter since 1924, he transferred to Washington in April 1944 and served as correspondent and later bureau chief until he joined the new Defense team.

Sylvester is most noted for his battles with the press over his philosophy on news management, news as a

availability in the information systems in the 1980s
 otherwise, and it would be difficult to find out
 especially, which would be difficult to find out
 from the

Reporters told that the government "didn't see much"
 during the 1980s.

On top of the other factors, several political groups
 existence of the government's information system. In 1980,
 in 1980, the media were limited by the government.
 After that, several newspapers, this system, were built. The
 investigation of government information system in 1980
 to find out whether there was a "good system" or not.
 In conclusion, by 1980, the government had technology to
 a "good system" or not.

The other side of the coin is that there was a
 political system where the government was not
 election and investigation system. They could not find
 clearly in political system.

1980

The next development was the 1980s, which was
 the beginning of the new information system. In
 1980, the government had built the first information
 system in 1980. It was a very simple system.
 In 1980, the government had built the first information
 system in 1980. It was a very simple system.
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 In 1980, the government had built the first information
 system in 1980. It was a very simple system.

weapon, the government's right to lie, and tight control over contacts between the press and DOD officials.³⁰

Hanson Baldwin, noted military writer for the ~~New~~ *New York Times* (now retired), once said of Sylvester:

He . . . executes policy; he does not set it. But his actions and his words are never lightly chosen; they represent administration and White House policy. If they did not, Mr. Sylvester would long ago have been sacrificed, as others in the Pentagon and elsewhere have been.³¹

The press, however, were at odds with Sylvester's boss, new Secretary of Defense Robert S. McNamara, before they tangled with the ex-newman. McNamara's attitude regarding military information and his intentions to tighten the grip on information flowing from the Pentagon triggered immediate media reaction during 1961.

It began when military correspondents were told in a background session with McNamara that the controversial missile gap of the 1960 campaign was not going to materialize after all. Stories from this meeting created the first big "news flap" of McNamara's tenure. Charges of bad reporting and bad faith got the official-newman relationship off to a poor start.³²

McNamara quickly displayed how he intended to have Pentagon officials speak with "one-voice." It long had been a DOD policy to review the speeches of top military men, to ensure the content was not in conflict with government policy and there were few public complaints about this procedure until after McNamara came into office in 1961.

version, the government's right to limit and regulate company
 was confirmed between the years 1911 and 1912.

Between 1911 and 1912, the military action was the same.

1912 (see 1911), was held in 1912.

...
 his action and his action was clearly evident.
 they reported that the action was clearly evident.
 it was clear that the action was clearly evident.
 notified, as shown in the following table.

The government was in a state of emergency.

Both the Ministry of Defense and the Ministry of War.

They found that the government was in a state of emergency.

regarding military information and his intention to

action and the right of information from the government.

1912 (see 1911) was held in 1912.

It was clear that the government was in a state of emergency.

A detailed report was made to the government.

action and the right of information from the government.

the right of information from the government.

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regarding and the right of information from the government.

ship and a new year.

between 1911 and 1912, the military action was the same.

1912 (see 1911) was held in 1912.

both a new policy and the government's action.

and in 1912 the government was in a state of emergency.

new policy and the government's action.

proceeding until 1912 (see 1911) was held in 1912.

Irritation quickly surfaced in the media over what was called the "irresponsible and unreasonable censorship" of public presentations. Military officers openly expressed concern over changes made by DOD censors that did not seem to make sense and for which they received no explanation.

Also, congressmen felt the censorship of military testimony before congressional committees was an "improper practice and can only be calculated to obstruct unduly the free flow of information to which the Congress is entitled."³³

As a result of these complaints an investigation was eventually conducted by the Special Senate Preparedness Subcommittee, but McNamara refused to allow his censors to testify. President Kennedy backed him up with permission to use "executive privilege" to keep persons from appearing before the committee. Thus McNamara emerged from the hearings in 1962 stronger in his position than before. The controversy about political "muzzling" was, for the most part, squelched.³⁴

McNamara also took steps to cut off the sources of leaks from the Pentagon. Representative Moss summed up press reaction as well as the feelings of his committee in March 1961 when he wrote a letter of protest to McNamara:

You've detailed . . . [the] A. F. Inspector General, to investigate causes of recent "leaks" of military documents and to work out improvement of the Department's overall information security system. There is grave danger that the investigation will cause renewed emphasis on excessive restrictions of DOD information

and result in the imposition of a sort of censorship which is repugnant to a democratic system.³⁵

The media saw the implications and felt that in the process of eliminating inter-service squabbling, there was the danger also of eliminating their news sources.

Focus was diverted from criticizing DOD news policies to criticizing the philosophy of the whole administration when on April 15, 1961, the abortive Bay of Pigs landing was completed by the United States-supported anti-Castro Cubans.

The mission itself was a complete failure, but according to the press, government deception was not. James Reston said:

It was . . . one thing to ask the press not to publish information about specific landings or weapons, and another to encourage the press to publish information known by the government to be false.³⁶

McNamara caused media criticism to shift back on the Pentagon when, in a statement before the Senate Armed Services Committee in May 1961, he said:

Why should we tell Russia that Zeus [name of a missile/development may not be satisfactory? We ought to say it's the most perfect anti-ICBM system devised. Instead the public domain is already full of statements about it not being satisfactory; that it has deficiencies. I think it is absurd to release that kind of information.³⁷

Press reaction was quick and to the point. Time magazine editorialized that McNamara must learn he is not dealing with Ford Motor Company's public relations staff and telling just what he wants.³⁸ Other comments were more

SECRETARY OF STATE : DEPARTMENT OF STATE : WASHINGTON, D.C. 20520-1224
 U.S. DEPARTMENT OF STATE : OFFICE OF THE SECRETARY OF STATE

The results are the following and will be in the
process of obtaining further details. These are
the same as the results of the other two.

There was discussion about including the word "politics" in describing the personality of the man. It was decided not to do this, but to say that he was a man of letters, and that he was a man of letters.

The mission itself has a complex history and is now a part of the National Archives and Records Administration.

10-10-68

1. The first part of the document is a letter from the President of the United States to the President of the Senate, dated January 1, 1877. The letter is signed by Rutherford B. Hayes and is addressed to Charles Schreyer. The letter is a copy of a letter that was sent to the President of the Senate by the President of the United States. The letter is a copy of a letter that was sent to the President of the Senate by the President of the United States. The letter is a copy of a letter that was sent to the President of the Senate by the President of the United States.

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severe, prompting DOD to issue a clarification stating that McNamara meant we should deceive Russia, not the American public. This, however, did not erase the implications behind McNamara's Senate testimony, nor did the exposure in the press seem to phase the Defense chief's feelings toward tightening up military information.

At a news conference in May, McNamara issued a statement intended to serve as a guide for information policy:

In a democratic society the public must be kept informed of the major issues in our national defense policy. . . . The public information policies are a delicate accommodation of two competing values. As President Kennedy has observed, the challenge of our times imposes "two requirements that may seem almost contradictory in tone, but which must be reconciled and fulfilled. . . . the need for far greater public information. . . . the need for far greater official secrecy." The reconciliation of these two requirements is particularly difficult within the DOD.³⁹

The press agreed that such a reconciliation is difficult in DOD but reacted by accusing Defense officials of not only justifying the withholding of information based solely on military security as in the past, but now was using the broader terms of "national security" and "policy" to keep information from the press and the public.⁴⁰

As a result of the activities during 1961, the press came to regard DOD as having a "built-in system of communications with the American public unequalled in scale by anything available to other federal agencies."⁴¹ Reporters also grew increasingly irritated by the continuous

SECRET

Public. John. However, the two sides are negotiating
which country's laws apply, and the agreement is
the point that is being the subject of the dispute.
According to the latest information.

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100-441111-100

The above report is a summary of the information received from the various sources mentioned above. It is not intended to be a complete and exhaustive statement of the facts, but rather a summary of the information received from the various sources mentioned above.

It is stated that the defendant was born [redacted] and was at that time residing at [redacted].

efforts to clamp down on news sources at the Pentagon. The Washington press corps felt the accessibility of sources was better and the public affairs organizations were more open at the White House and other federal agencies, but worse at the Pentagon under the new administration.

Not all newsmen were as quick to join the chorus of criticism. A military correspondent from a daily newspaper --generally considered unfriendly to the administration-- spoke for at least a segment of the Pentagon press corps when he made this observation:

I'm sick of all the talk about how hard it is for Washington reporters to get the news. A good one will go out and get it and not howl to heaven about how hard it is. . . . I find Art Sylvester much more accessible than Murray Snyder ever was.⁴²

1962

Although press criticism of DOD news policies steadily grew between 1947 and 1960, and reached a new high during 1961, it was not until Sylvester made his position clear regarding the information function on three specific counts that the criticism was the loudest. These points were: (1) he acknowledged the government's management of the news; (2) he advocated the government's right to lie in times of extreme crisis; and (3) he publicly suggested that news is an essential weapon in the government's arsenal during times of stress.⁴³

Although the Cuban missile crisis in October 1962 precipitated Sylvester's remarks, an attempt will not be

made here to dwell on specifics surrounding the incident itself.

Newsman reacted immediately and negatively to Sylvester's remarks. The New York Times summed up the situation: "There is no doubt that management or control of the news is censorship described by a sweeter term."⁴⁴

Sylvester further incensed newsmen during this period when he issued a memorandum to Defense personnel on October 27, 1962, reminding them of standing orders to report all interviews or telephone conversations with the media to the OASD(PA). An alternative to such a report was for an official to have a monitor--usually a public affairs officer from OASD(PA)--present during an interview. The late Mark Watson, Baltimore Sun military writer and dean of the Pentagon press corps, called the monitoring directive a "gestapo" technique.⁴⁵

By the end of 1962, the media realized that severe restrictions had been placed on officials in DOD. But they soon recognized that they too were being placed under new operating restrictions. It was suggested that to overcome the new barriers to free expression, officials turned to the use of unauthorized leaks to newsmen.

The substance of these leaks often ran counter to official Defense policy. As a result, investigations were ordered to detect those officials responsible for releasing such material.⁴⁶ Even some newsmen were questioned as to

[illegible][illegible]

their sources. The greatest concern of the reporters was that even the threat of lie detector tests being given to Defense officials was bound to dry up their best news sources.

Thus, after less than two years the gap between DOD officials and the media was widened to new proportions and Pentagon correspondents found that reporting Defense affairs was becoming frustratingly difficult.

1963

The deterioration of the news climate at DOD continued. McNamara's policy of "speaking with one voice" was crystallized by events during 1963.

Specifically, the Senate Permanent Investigating Subcommittee conducted hearings in the Spring on the merit of McNamara's decision to award the controversial multi-billion dollar TFX aircraft contract to General Dynamics Corporation, even though the military had recommended Boeing Aircraft Company. The press accused DOD of releasing erroneous and misleading information⁴⁷ to personally aid McNamara during the hearings.

These charges were made after Pentagon officials held background briefings for military correspondents which resulted in stories that were contradictory of the information developed by the subcommittee's investigators. This also irritated some newsmen who later felt they were used

to degrade the credibility of the committee.

Sylvester was personally criticized for insisting to the press that committee members were not qualified to question McNamara's judgment on such a complicated matter. Sylvester also implied that the members had ulterior motives involving their own states. He later apologized to the subcommittee.⁴⁸

The media generally reacted to the news policies of 1963 by suggesting that DOD was seeking still tighter control over the release of military news with a policy designed to suppress dissent and close avenues through which evidence of dissent normally found its way to the press.⁴⁹ Reporters told the Moss Committee that officials had been intimidated by McNamara's policies and that full and frank discussion of anything was in jeopardy.⁵⁰

Writing in the Columbia Journalism Review, a young reporter assigned to the Pentagon for only a short while observed that in 1963 it took him just eight weeks to become a loud complainer. He summarized the situation by saying: on a day-to-day basis, there were too many obstacles to getting information on DOD; that Pentagon correspondents expressed a very high degree of dissatisfaction with the information policies; and that experienced reporters felt officials were less available than ever.⁵¹

1964

Critics of Defense news policies felt that in 1964

the Pentagon continued to strengthen centralization of information activities; still interfered with reporters; and took other actions to inhibit the flow of Defense information.

While the McNamara-Sylvester team, according to the press, justified the continued trend toward unifying information activities in the name of economy, the media felt that the real purpose was to suppress diverse opinions on military matters.

Sylvester did not agree that DOD policy was inhibiting newsmen. Regarding his 1962 interview monitoring directive, Sylvester sent a letter to the chairman of the Sigma Delta Chi committee on freedom of information in June. It stated that he did not foresee any lessening of contacts between reporters and their sources: ". . . I am not aware of any good newsmen . . . having insurmountable difficulties."⁵²

While many disagreed with the principle involved and some found the directive very detrimental, one Pentagon reporter said, "There's more red tape. They've slowed me down in getting routine information. But they haven't kept me from getting much information I really feel I need."⁵³ It is difficult to measure the direct affect of the monitor system since apparently many officials did not abide by it and talked informally to their own press contacts.

While reporters felt the flow of unimportant news generally had increased in 1964, they also felt it was

The European countries are extremely interested in
information services; will intensify their interest
and will also desire to include the use of
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getting harder to pry the crucial stories out of DOD. One correspondent said, "Things are getting tighter and tighter. Our sources are getting more and more reluctant to talk."⁵⁴

1965

Media views in 1965 generally reflected concern over: (a) the centralized news procedure centered around OASD(PA)--suggesting the clamp down on military services was still considered the major threat to the Pentagon press; (b) the indiscriminate practice of hiding behind national or military security; (c) the channeling of news queries into "oblivion"; and (d) the growing consistency to manage the news to suit the aims of DOD or the administration.

Another issue surfaced during this period. By 1965 the U. S. was deeply committed in the Vietnam conflict and newsmen began to criticize restrictions against reporting the war.

This took on greater significance as the number of reporters covering the war increased. There were only 40 newsmen in Vietnam in 1964--including foreign journalists. By the summer of 1965, the Saigon press corps had grown to over 450 newsmen.⁵⁵

Wes Gallagher, Associated Press, said new restrictions were clearly aimed not at security matters but at controlling the comments made by American fighting men.

He added that such controls exceeded anything done in the darkest days of World War II.⁵⁶

This comment was endorsed by the Freedom of Information Committee of the American Society of Newspaper Editors (ASNE) on April 15, 1965. Committee members stated that the "one-voice" philosophy of McNamara and Sylvester had extended "from the halls of the Pentagon to some military installations in Vietnam."⁵⁷

While the critics' attentions were shifted to the battlefield, other occurrences closer to the Pentagon also concerned military reporters. Noon briefings--called "nooners"--initiated in 1962 for the Pentagon press corps, developed into a verbal fencing match between Sylvester and the correspondents. By 1965 the briefings had degenerated into such mutually unproductive affairs that they were held very infrequently.⁵⁸ Thus one more channel through which the news could flow was all but eliminated.

In 1970 a veteran military writer recalled that "the nooner failed because we /reporters/ asked Arthur Sylvester . . . too many questions that were annoying and he didn't have the patience that Jerry Friedheim /Henkin's Principal Deputy ASD(PA)/ or Dan /Henkin/ have--so it failed."⁵⁹

On a broader scale, two international incidents took place in 1965 that only served to strengthen the contempt the press already held for Defense information policies.

In the Spring, the government again was accused of misleading the public when the U. S. intervened in the Dominican Republic. David Kraslow, *Los Angeles Times*, wrote of the incident:

For one who grew up believing that when the U. S. government said something, that was it, the past two weeks in Santo Domingo came as another in a series of awakenings. . . . If government officials want to argue that deliberately misleading the public is justified under certain conditions, they must be willing to chance undermining the confidence of citizens in the word of their government.⁶⁰

On July 17, 1965, the French government alleged that a U. S. reconnaissance aircraft had been intercepted by French aircraft in a prohibited area above a French atomic plant at Pierrelatte and forced to land. Defense officials flatly denied this was so, saying the plane had not entered the zone, but later admitted it had. This presented all the makings of another U-2 affair. It appeared to the public and to the press that the government had been spying, was caught, and then when it tried to lie its way out, was caught in those lies.

Goulding amplified the situation in retrospect when he wrote that:

Pierrelatte illustrates better than any incident I know how a series of innocent errors and misunderstandings on the part of two governments can cause a flaming international controversy, and how wrong governments can be when they think they are right.⁶¹

A veteran military correspondent summed up the media's feelings at the end of 1965 when he commented that military officers know that their careers are in trouble if

In the light of the foregoing, it is suggested that the following be included in the report of the Commission on the subject of the proposed amendments to the Constitution of the United States.

The Commission on the subject of the proposed amendments to the Constitution of the United States has the honor to acknowledge the receipt of the report of the Commission on the subject of the proposed amendments to the Constitution of the United States, dated July 17, 1911, and to express its appreciation for the information and suggestions contained therein.

The Commission on the subject of the proposed amendments to the Constitution of the United States has the honor to acknowledge the receipt of the report of the Commission on the subject of the proposed amendments to the Constitution of the United States, dated July 17, 1911, and to express its appreciation for the information and suggestions contained therein.

The Commission on the subject of the proposed amendments to the Constitution of the United States has the honor to acknowledge the receipt of the report of the Commission on the subject of the proposed amendments to the Constitution of the United States, dated July 17, 1911, and to express its appreciation for the information and suggestions contained therein.

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they talk out of turn and civil servants are even more easily quieted than the military.⁶²

1966

Criticism of Pentagon news policies did not let up in 1966. It was generally stated that despite considerable pressure from both the press and Congress, DOD refused to admit any undue restraint on the free flow of Defense information. The media felt that instead of retreating from such policies, the Pentagon initiated further steps which seemed certain to mean greater barriers to military information.

One such step was when DOD launched a study of public opinion in 1966, to determine how the public reacts when they get or do not get to see military secrets and other classified information. Again Representative Moss intervened by asking the Pentagon to abandon the study. In a letter to Deputy Defense Secretary Cyrus Vance, he said:

It has the gravest of implications that we might be seeking the means to manage information and influence the populace, in order to achieve support for the aims of government.⁶³

Concerning the environment at the Pentagon itself, one Pentagon reporter observed that the McNamara-Sylvester attitude had seeped down through the upper echelons of DOD and inundated the middle ranks of officers and civilians--generally the best news sources: "It's attitude more than policy. There is a mistrust of reporters and a fear that

anyone caught talking to one will be punished."⁶⁴

This viewpoint was further reflected by other media responses. In earlier times, according to newsmen, officials would sit down and talk to reporters about sensitive matters. But in 1966, reporters thought there was a tendency for officials to shy away from correspondents and rarely confide in them.

The press felt the credibility of DOD that was undermined during the Cuban crisis of 1962 was far from being restored in 1966. Much of the credibility problem was said to be an outgrowth of the Vietnam war.

A wire service military correspondent wrote that tight control and close supervision over the war by top civilian leaders in Washington had placed a premium on coverage of the Pentagon where so many of the decisions are shaped.⁶⁵

When the capital's correspondents were asked in 1966 how they would rate the credibility of Washington-based government information sources of Vietnam news, the Secretary of Defense was ranked third behind the President and the Secretary of State in the category of "excellent" credibility. Information personnel in the separate military services ranked seventh while the DOD public affairs people were rated tenth in credibility.⁶⁶

Vietnam tugged at already strained relations between DOD and the media. Sylvester himself antagonized

[illegible]

THE UNITED STATES DEPARTMENT OF JUSTICE
WASHINGTON, D. C. 20535
MAY 19 1964
MEMORANDUM FOR THE RECORD
SUBJECT: [Illegible]

1. The first section of the report deals with the general situation of the country and the position of the various groups of the population. It is a very general and superficial treatment of the subject, but it is a good starting point for a more detailed study.

...the ...

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

the press during a meeting in Saigon in August 1966 when he reportedly said, "Newsmen have a patriotic duty to disseminate only information that makes the U. S. look good." As questions were fired at him from the press he added, "Look, if you think any American official is going to tell the truth, then you're stupid."⁶⁷ This merely prompted media comment that Sylvester did not believe officials told the press all there is to know--a charge that was to re-occur with greater frequency. As the Vietnam conflict became worse, so did the administration's credibility.

The Palomares incident earlier in the year had already tarnished what little credibility existed under the Johnson administration. In January a Strategic Air Command (SAC) B-52 bomber exploded over the Spanish coast. Three H-bombs were recovered but a fourth fell into the Mediterranean Sea. Both the governments of Spain and the U. S. did not admit it was missing until 44 days after the accident.

The Pentagon information policy during this period was viewed by the press as one that ranged from "half-truths" and "untruths" to "no comment" responses.⁶⁸ Even though it was later exposed that the U. S. government was limited by an agreement with Spain which specified what could be released and when, the public and media could not be faulted for believing U. S. officials once again had practiced planned deception.

Phil Goulding added another perspective to the situation:

. . . I am aware of no other major "public" news event in recent years in which the government concealed such an amount of information from its people. But while we in public affairs were embarrassed by the days of silence, I know of no way that the United States could have ignored the desires of Spain in this instance.

. . . Palomares was an outstanding example of another point--the futility of attempting to play a major news story in low key.⁶⁹

1967

Nineteen hundred sixty-seven was filled with occurrences that continued to irritate the press. In January Sylvester announced his resignation. Goulding--his deputy since April 1965--was appointed as his replacement. Goulding, a former Pentagon correspondent for the Cleveland Plain Dealer, and his two deputies, Richard Fryklund (Washington Star military reporter) and Dan Henkin (Journal of the Armed Forces), pledged to do "everything in [their] power to provide newsmen with better access to information."⁷⁰

Newsweek editorialized on Sylvester's departure that he fought against restrictions, but neither the White House nor McNamara could be talked into loosening up news sources.⁷¹

Fryklund, while still a reporter, amplified on the remarks in Newsweek:

Reporters used to wonder why McNamara and Presidents Kennedy and Johnson kept him. In part it

With nothing about which controversy is the

attention

I am sure of no other major "political" issue
in recent years in which the Government was involved
and which is important to the people. But while
in public affairs were concerned by the fact of
itself, I hope of us that the public interest
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- - - - - and the Government's
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story in the past.

1961

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Government that seemed to have the power. In

Germany killed himself his companion. He was

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that he had the power, and he had the power

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power.

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Hispanic power and power was his. In fact it

was because Sylvester was only saying things that they would like to have said themselves. . . . Much of the "news management" blamed on Sylvester was the doing of the President and McNamara--but Sylvester took the blame without complaint and with apparent enjoyment.⁷²

After announcing his resignation, Sylvester told newsmen in his office (Jan. 5, 1967) that he had "increased the flow of information from the Pentagon tremendously and had provided greater, faster responses to inquiries."⁷³ Unfortunately, most newsmen did not agree with his assertion. Instead, the media said that Pentagon replies to news inquiries often were delayed for days, while they were "waffled," diluted and dressed up to avoid any controversial or embarrassing revelation.

Goulding, who had replaced Hils A. Lennartson as Sylvester's deputy on April 19, 1965, was received by correspondents as a welcome change. While there were few differences in Pentagon information policies, open controversies with newsmen seemed to decline under the new ASD(PA). He refrained from what the press called "baiting newsmen" and taunting congressmen and senators.⁷⁴

It was not long, however, before Goulding himself became the target for press criticism over two major incidents. In June 1967 the Russians said a Soviet merchant ship had been attacked by U. S. aircraft in the Tonkin Gulf off the coast of North Vietnam, killing one and injuring others. After an investigation, DOD released the information that there was "absolutely no evidence" to

confirm the allegations.

But two weeks later DOD reversed its position when it was learned that a U. S. Air Force colonel had covered up for his pilots. Officials discovered that the aviators had been forced to strafe anti-aircraft gun placements in order to escape being shot down and the Russian ship was in the way. Once again, to the press and to the public, it appeared that DOD had led them down a crooked path, even though Defense officials had not been in full possession of all the facts.⁷⁵

Following the Soviet ship incident the U. S. Navy's ship ~~USS~~ Liberty was attacked by Israeli aircraft and torpedo boats in the Mediterranean Sea on June 8. Thirty-four Americans were killed and 75 other Navy men were injured. Again the Pentagon was accused of attempting to tell an "untruth." It was announced that the Liberty was a "research vessel" that was in the Arab-Israeli war zone to assure communications between U. S. government posts in the Middle East and to assist in relaying information concerning the evacuation of American dependents.

This explanation was later called a major blow to the U. S. government's credibility since it was eventually exposed that the ship was, in fact, an intelligence collector.⁷⁶ Because of this and related statements, Seymour Hersh referred to Goulding as being famous among the press corps for his explanations of a series of contradictory statements issued during the Liberty incident.⁷⁷

On July 4, 1967, the Freedom of Information (FOI) law went into effect, but--to date--seemed to have had little influence on the daily newsgathering process in the Pentagon.

Also in 1967, McNamara abolished the interview monitoring rule that required all Pentagon officials to report their contacts with the press. The media speculated whether this was prompted by the new FOI law or simply a change in policy under the Goulding team.

A veteran military correspondent told the author that he had been told by Sylvester that when the monitoring directive was canceled, Defense officials boasted it was no longer needed because they had things under control.⁷⁸

Neil Sheehan, New York Times, agreed:

In other words officials are now so well indoctrinated that McNamara did not have to worry about subordinates expressing disturbing and possibly independent opinions to journalists. . . . Pentagon officials are as cautious as ever and most still have a public information officer present to protect themselves.⁷⁹

Another experienced Pentagon writer told the author in 1970 that even after the directive was rescinded, the system was still alive:

It's a universal practice now /1970/ and it's a good example of what happens in a bureaucracy. You remove the piece of paper that said monitors were required, but the institution continues to survive and perpetuate itself.⁸⁰

In conjunction with rescinding the memorandum,

McNamara said:

[illegible][illegible]

1. The first step in the process of identifying a problem is to define the problem. This involves identifying the symptoms of the problem and determining the scope of the problem. Once the problem has been defined, the next step is to identify the causes of the problem. This involves identifying the factors that are contributing to the problem and determining the underlying causes. Once the causes have been identified, the next step is to develop a plan of action. This involves identifying the steps that need to be taken to solve the problem and determining the resources that will be needed to implement the plan. Finally, the last step in the process is to implement the plan and monitor the results. This involves putting the plan into action and tracking the progress of the solution. Once the problem has been solved, the final step is to evaluate the results and determine if the solution was effective. This involves comparing the results of the solution to the original problem and determining if the problem has been solved. If the problem has not been solved, the process may need to be repeated.

(continued from page 60)

In other words, officials are not as well informed as they should be. And the fact is every day, individuals are being harassed and persecuted. Independent officials are being killed. . . . The situation is so serious that we will still have to continue to work to bring about a change in the situation.

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10-11-68 (10-11-68) was destroyed in 1968.

It is important that you understand the following:

DOD has an obligation to guarantee that full and prompt information is made available to the American people as a basis for their understanding of national defense and the operations of this department. This responsibility is met partly by insuring, on a daily basis, that a great mass of information is released as rapidly as possible, consistent with national security. Additionally, my responsibility is to insure that the facts which are made available cover all sides of the issues. . . . The public interest is abused by half-truths and distortions.⁸¹

Reporters apparently were unimpressed by this policy statement. One senior military correspondent said, "Not only is national security interpreted in the broadest and most ingenious ways to block information but information is withheld for national interest, personal interest, policy reasons, and privilege for . . . reasons as 'LBJ won't like it.'" The reporter continued that the McNamara memorandum did little to relieve the barriers for newsmen; instead it made amply clear that the legal barriers to examining Defense Department documents would be tougher than ever.⁸²

1968

In March 1968, Clark Clifford succeeded McNamara as Secretary of Defense. Leaks were one of the first problems tackled by the new secretary. Among his earliest official actions was an order for a security investigation throughout DOD. Pentagon sources described him as "unpleasantly surprised" when he read stories about matters he thought were classified.⁸³

An experienced regular military newsman told the

author that when Clifford came to DOD, the military relaxed for a few months and actually opened up. But when the new Defense Secretary felt things getting out of hand, the situation tightened up again.⁸⁴

The press suggested, however, that Clifford was a general improvement over McNamara as far as the news climate was concerned. This was exemplified during 1968 when press criticism was lighter than in previous years. An exception was media reaction to certain information released in conjunction with the capture of the U. S. Navy's ship USS Pueblo.

The credibility of DOD was again cast in doubt after the Navy's ship and its 83-man crew were seized by the North Koreans in January. The Defense Department, as well as the White House, immediately and emphatically insisted that the ship had been operating in international waters "at all stages according to every indication that we have."⁸⁵

But on February 4, however, McNamara and Secretary of State Dean Rusk acknowledged that the Pueblo had been under radio silence for a ten-day period before the capture and "might" have entered North Korean territorial waters.⁸⁶ Whatever the circumstances behind the scenes within government--and obviously there were many--the public could only make a judgment on what was made available through the media.

before that when it was only 10, the allying together
of a few words and phrases seemed to be the only way
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1969

As President Nixon prepared to take office, Goulding prepared to leave DOD. The incoming Secretary of Defense, Melvin Laird, was strongly urged by Goulding to keep Dan Henkin--his deputy since 1967--as his successor. According to Goulding, Henkin had allies in the Chairman of the Joint Chiefs of Staff and both previous Secretaries of Defense.⁸⁷ President Nixon and Laird withstood heavy Republican political pressure and nominated Henkin--a lifetime Democrat--as the new ASD(PA) on April 30, 1969. He was confirmed by the Senate on May 20, and sworn into office on May 25. Prior to his new appointment, Henkin served as Acting ASD(PA).

Henkin was a Coast Guard combat correspondent during World War II. Following the war he worked as a reporter (1945-1948) on the Oakland Tribune in California. In 1948 he became assistant editor--and later editor--of the Journal of the Armed Forces covering the Pentagon until he joined the Defense Department. He served as Director of Operations in the OPASD(PA) from October 1965 until he was named Deputy ASD(PA) in March 1967.

Richard G. Capen, Jr., assumed the position of Principal Deputy ASD(PA) in January 1969 and Jerry W. Friedman was sworn in as Deputy ASD(PA) in March. Capen, who served eight years as a corporate director of public affairs for Copley Newspapers, was designated Assistant to the

Secretary of Defense for Legislative Affairs in January 1970. Friedheim, who served as Press Secretary and Military Affairs Assistant and later Executive Assistant to Senator John Tower, R-Texas, replaced Capen as Principal Deputy in January.

On March 31, 1970, Brigadier General Daniel "Chappie" James, Jr., was sworn in as Deputy ASD(PA). James--a career U. S. Air Force officer--came to DOD after serving a year as Commander of the 7272nd Flying Training Wing at Wheelus Air Base in Libya.

Both President Nixon and Defense Secretary Laird entered office determined to eliminate the credibility gap and maintain an "open" administration. Nixon appointed Herb Klein as Director of Communications for the executive branch and Ron Ziegler as White House press secretary. Klein stated, "Truth will be the hallmark of the Nixon administration."⁸⁸

In February 1969 Klein said he flatly rejected the 1962 statement by Sylvester that the government "has the right to lie" to save itself in the approach of a nuclear confrontation, like the Cuban missile crisis. Instead he felt that the government in that kind of spot must "say nothing that it can't back up" and decline comment if a truthful answer will compromise or jeopardize national security.⁸⁹

In March, Nixon addressed another topic that had

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generated criticism during the sixties. He said he will be the only person to invoke executive privilege to withhold information from Congress.⁹⁰ During that same month, Secretary Laird--the tenth Secretary of Defense--issued a set of public information principles which were prefaced by these comments:

To assure that the American people are fully informed about matters of national defense, I intend that the Department of Defense shall conduct its activities in an open manner, consistent with the need for security. This means that unclassified information, other than that exempted by the Freedom of Information Act, must be readily accessible to the public and the press.⁹¹

One of the major changes made by Laird and Henkin was the elimination of routine background sessions for the press as they were conducted under McNamara and continued under Clifford--held at 3:00 p.m. every Thursday for Pentagon reporters and personally conducted by the Secretary of Defense. Another step initiated was the daily 11:00 a.m. briefing for the military correspondents, usually conducted by Jerry Friedman.

The level of media criticism of Defense news activities declined during 1969. Media representatives not affiliated directly with the Pentagon initially felt that while the situation generally improved at the White House, the situation remained about the same at DOD under the new administration.

Probably the most critical attack aimed at DOD during 1969 was Sigma Delta Chi's annual report by the

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committee on freedom of information. It accused Laird of reopening the Pentagon's credibility gap with an "exaggerated" description of the size and threat of the Soviet SS-9 missile and its "first strike" capability against the United States. On other issues, the committee said that suppression of information, as well as resorting to deceit, would apparently continue to be standard procedures at the Pentagon.⁹²

Critics felt that the Defense Department's elaborate process of classifying information prevented even the Congress from gaining access to the facts it needed in order to make informed judgments on matters of military spending and policy in 1969.

It was stated the Pentagon "was still controlling the content of the news with methods developed and refined in the 1960s."⁹³ On the Vietnam issue, critics suggested that DOD's credibility remained as suspect as it had been under Laird's predecessors.

The Defense Department's public affairs structure also came under fire in December 1969 when Senator Fulbright charged that DOD was spending millions of dollars on public relations programs that promote military activity rather than merely furnish information about it. He said that the DOD was spending about \$27.0 million for public relations compared to \$2.8 million ten years earlier. In response, Henkin reaffirmed Laird's position that "propaganda has no place in the Defense Department public

[illegible]

information program."⁹⁴

In general, DOD information procedures and policies under the Laird-Henkin team have not met with the level of criticism experienced throughout the sixties. Unlike previous ASD(PA)s, Henkin has not been singled out by the Washington press corps as a target of personal criticism.

Potentially explosive incidents came and passed without stirring up heated debate within the media over DOD's handling of the public affairs aspects. One such instance was the shooting down of the Navy's EC-121 aircraft by the North Koreans while on a mission from its base at Atsugi, Japan, on April 14, 1969. This crisis did not create the negative reaction observed during similar incidents during the 1960s.

Early in 1970, Henkin said, "Looking back, in the past 15 months we have made additional information available to the public in significant areas where public discussion previously had been restricted." He cited chemical warfare and biological research, activities in Laos, and the growth of the Soviet Navy as examples. Recognizing this policy may draw criticism from a certain quarter of the media, Henkin said:

There will be those who will charge that this represents "sabre rattling" on our part. We feel that this is an unfounded charge. To those who make it, we ask, "Do you want us to stop this flow of information?" The answer is invariably: "No" Nonetheless, you will see some editorial criticism of this open news policy. . . . I see the importance of military public affairs continually increasing, and its

[illegible]

resources probably steadily decreasing. I see this against the background of the Soviet threat, the Chinese threat, the complexity of the world in which we live, and the international responsibilities. . . .⁹⁵

Decade Summary

In 1969, Phil Goulding called the Department of Defense information organization the "biggest public affairs kingdom" on earth.⁹⁶

In his study of public relations and government published in 1951, J. A. R. Pimlott noted:

It is one thing to say in general terms what government information may and may not do. It is not so easy to interpret the generalizations in practice or to guarantee that the boundaries of the admittedly legitimate are not transgressed.⁹⁷

This observation is equally valid 19 years later and particularly applicable when assessing the public affairs activities at the Pentagon.

In retrospect, two veteran regulars from the Pentagon press corps gave the author their recollections and impressions on how the environment of the sixties bears on the newsgathering process in 1970.

One reporter said that when McNamara first came in to office, top Defense officials became more accessible--although the newsmen was not convinced they were terribly more communicative:

McNamara wanted complete control. All during the 1950s men in uniform did a lot of talking. It was a matter of policy then for the military to explain things, such as the evils of Communism. McNamara came to the Pentagon seeing no reason for military leaders to say anything in public, but also saw no reason for them to

appear before congressional committees. He got set straight fast on that.

The reporter said the monitor directive had its affect:

They did it and then, with fanfare, they announced they were doing away with it, but really haven't--it still exists. But, don't try to saddle Sylvester with that one. I don't think he was silly enough to order such monitoring; McNamara ordered him to do it.

Commenting on McNamara, he stated, "Truth to McNamara was what he said it was. He thought he had answers at his finger tips to everything."⁹⁸

Another experienced regular viewed the climate at the Defense Department in 1970 as it was influenced by the sixties. He said there has been a "smothering on free discussion"--but not necessarily "muzzling"--of the brass starting at the beginning of the decade. "It was a carefully organized and coordinated campaign after 1961," he said. Speaking to the current situation he added:

I find you cannot get to see people as easily. Even old friendships don't produce contacts; people are hesitant. They find it easier to avoid a meeting with newsmen and face questions that come up after a story appears, than be asked who did you see, what did you talk about. That becomes annoying.

It's the whole procedure of investigations; explaining press contacts and that whole process which started out with a controlled monitored interview and which has persisted to this day. That whole process works against frank discussion of news material and news information that should occur and I feel did occur on a much wider scale before 1961.

I won't say a free flow of information, but it seemed I could see more people with less inhibition and discuss their fields better than I can today.⁹⁹

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The first reporter described how military and civilian officials were influenced by the sixties:

What is really distressing is what has happened to the military men and indeed to the civilians that run the services as a result of the legacy of the McNamara era. If the Secretary of Defense determined that he would settle everything, that he knew it all, this is bound to have a deadening effect in the services; stifling initiative and all that sort of thing.

At the same time he was doing this, his ASD(PA) /Sylvester/ was under great pressure and did the same thing /control/ of the information system. So the information officer in the service got the feeling that he'd just do his tour and make no ripples until he was transferred. Yet . . . the civilians /today/ are starting to loosen up.¹⁰⁰

Press criticism of Defense news policies has been plentiful since the department was created in 1947. The sheer volume of critical press reaction did taper off during the period 1960-1969. The bulk of criticism was in the early and middle part of the decade.

Newsman appeared most concerned over the increasing threat to their informal contacts at the Pentagon. Without these sources, the military correspondent would have to rely on sources outside the military beat, news releases, or simply take the word of those officials who advocate the party line or Defense "policy." Their concern is understandable. At worse this could lead to the demise of the watch-dog at the Pentagon; at best it would mean superficial, inadequate coverage of military affairs.

The first important question is whether the

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FOOTNOTES TO CHAPTER I

¹Walter Lippmann, "The Free Press," Nieman Reports, Vol. XIX, September 1965, 15.

²Zechariah Chafee, Jr., Government and Mass Communication (A Report from the Commission on Freedom of the Press), (Conn: Archon Books, 1965), 3. This work was first printed in two volumes by the University of Chicago in 1947. Archon Books put both volumes in one edition.

³Phil G. Goulding, Confirms or Denies (New York: Harper & Row, Publishers, 1970), 21.

⁴George R. Berdes, Friendly Adversaries: The Press and Government (Milwaukee, Wis.: Center for the Study of the American Press, 1969), 13.

⁵Douglass Cater, The Fourth Branch of Government (Boston: Houghton Mifflin Company, 1959). It was probably an Englishman named Macaulay in 1828 who first referred to the press as the "fourth estate" when he said, "The gallery in which the reporters sit has become a fourth estate of the realm." This reference is found in Ray Hiebert (ed.), The Press in Washington (New York: Dodd, Mead & Co., 1966), 1.

⁶Clark R. Mollenhoff, Washington Cover-Up (Garden City, N. Y.: Doubleday & Company, Inc., 1962), 9. Mollenhoff is probably the most prolific critic of both DOD and military correspondents. An experienced investigative reporter and Washington correspondent for the Des Moines Register (Iowa), he was appointed to President Nixon's personal staff in 1969 to act as an ombudsman--investigate complaints against government officials and agencies, consider non-government appeals against excessive secrecy in the name of security, and investigate and expose corruption within the administration or previous administrations. He resigned in 1970 to become Washington bureau chief for the Register.

⁷Joseph Kraft, quoted in preface to Berdes, Friendly Adversaries.

⁸Stuart Symington, "Congress's Right to Know; Withholding of Military Information by the Executive Branch," New York Times Magazine, Aug. 9, 1970, 65. He also said, "The practice of either editing or wholly withholding

military information from Congress and the public is not new; the present Administration is no better or worse than its predecessors." Ibid., 7.

⁹Correspondent "L." personal interview, Washington, D. C., June 1970.

¹⁰"Judging the Fourth Estate: A Time-Louis Harris Poll," Time, Sept. 5, 1969, 38.

¹¹Columbia Journalism Review, Winter, 1969-1970, Vol. VIII, No. 4, 2. Others listed were: Congress, the police, the courts, state legislatures, local government, medical care, education, industry, and the media. Near the end of 1961, Edward P. Morgan said that from the point of view of the public's welfare and enlightenment the Pentagon was the most inadequately covered vital area in Washington. "News Under Kennedy: Reporting the First Year," Columbia Journalism Review, Spring, 1962, 18.

¹²Clark Mollenhoff, "Press Failure at the Pentagon," The Bulletin of the American Society of Newspaper Editors, July 1969, 1. Earlier, the situation had prompted the Alsop brothers to state in 1958 that in their opinion, despite all the "gee-whiz" stories printed about Defense developments, the American press as a whole still paid far too little attention to the vast and novel national problems that centered in the Pentagon. See Joseph and Stewart Alsop, The Reporter's Trade (New York: Reynal and Co., 1958), 59.

¹³Correspondent "R." personal interview, Washington, D. C., June 1970.

¹⁴Dan Nimmo found in his 1961 study of the news-gathering process in Washington, that only one-quarter of the 35 newsmen interviewed thought of themselves as generalists. The more popular feeling was they were specialists of one type or another. Dan D. Nimmo, News-gathering in Washington (New York: Atherton Press, 1964), 38.

¹⁵William L. Rivers and Wilbur Schramm, Responsibility in Mass Communications (Rev. ed.; New York: Harper and Row, Publishers, 1969), 152.

¹⁶Walter Lippmann, "The Job of the Washington Correspondent," Atlantic Monthly, January 1960, 47.

¹⁷Jules Witcover, "The Surliest Crew in Washington," Columbia Journalism Review, Spring, 1965, 11.

Military information from Germany and the Soviet Union is now the primary information in the United States and the Commonwealth. (S. 1)

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¹⁸Richard Fryklund, "Covering the Defense Establishment," in Ray Eldon Hiebert (ed.), The Press in Washington (New York: Dodd, Mead & Co., 1966), 167.

¹⁹Mollenhoff, writing in the Nieman Reports in 1964, cited the TFX aircraft debate and subsequent media coverage as an illustration of how many "watch-dogs of democracy" were transformed into "lap-dogs" of the Pentagon political appointees--he referred to newsmen who printed stories based on backgrounders given to military correspondents by DOD officials. See Mollenhoff, "Life Line of Democracy," Nieman Reports, September 1964, 23.

²⁰Derek Shearer, "The Brass Image," The Nation, Vol. 210, No. 15, April 20, 1970, 463. Shearer is affiliated with the Institute for Policy Studies in Washington. He is co-editor of a study on National Security and the Pentagon to be published in late 1970 or early 1971.

²¹Jim McCartney, Knight Newspapers (formerly Chicago Daily News), cited in William McGaffin and Erwin Knoll, Anything But the Truth (New York: G. P. Putnam's Sons, 1968), 178.

²²Daniel E. Benkin, ASD(PA), personal interview, Washington, D. C. (Pentagon), April 10, 1970.

²³The Washington press corps viewed the past decade as a period of misinformation, deception, and interference by DOD officials. For the sake of brevity, unless otherwise noted, the generalizations made throughout the chronology are based on a composite of the views expressed by members of the journalism community obtained through research of secondary source material.

²⁴"The Pentagon's Closed Door," Time, March 2, 1959, 46.

²⁵Report of the 1960 Sigma Delta Chi Advancement of Freedom of Information Committee, 6.

²⁶Dwight D. Eisenhower, The White House Years: Waging Peace, 1954-1961 (Garden City, N. Y.: Doubleday & Co., 1965), 627.

²⁷Conversations With Walter Lippmann (Boston: Little, Brown and Co., 1965), 29.

²⁸Report of the 1960 Sigma Delta Chi (SDX) Advancement of Freedom of Information Committee, 5. During an address before a group of reporters on April 6, 1962, Sylvester read from (1952) issues of newspapers which

charged a "brass curtain" had been lowered at the Pentagon and that a "curtain of censorship" enveloped the place. See Editor & Publisher, Dec. 15, 1962, 14. As part of its report, the SDX committee said that DOD had a weekly stack of classified documents "higher than the Empire State Building." It added that the Pentagon relied on executive privilege and matters of security in order to withhold material. Moss said that the present attitude /in 1962/ of the Pentagon appeared to be "when in doubt, classify!" See "The Moss Committee, 1955--," University of Missouri Freedom of Information Center Publication No. 110, 8.

²⁹ It was felt that government secrecy represented the reporter's major reason for concern. For more details see Clark Mollenhoff, "Shield of Secrecy: The Claim of Executive Privilege to Withhold Information," Nieman Reports, Vol. XIV, January 1960, 21. Secrecy was--and still is--an especially difficult problem to cope with at the Pentagon because of the multitude of legitimately classified material which bears on national security.

³⁰ Although it seems that the whole Washington press corps was at odds with Sylvester during his six years in office (longer than anyone else has held that position), reporters closer to him wrote that he was a man of loyalty, courage, and selfless dedication who took the blame without complaint; when, in fact, he was echoing the feelings of the President and the Secretary of Defense. Sylvester also was regarded by some as cooperative with correspondents and a man who fought for newsmen behind the scenes.

³¹ Hanson Baldwin, "Managed News: Our Peacetime Censorship," Atlantic Monthly, April 1963, 57. For information on Baldwin, see Albert Leon Kotzebue, "A Comparative Study of Military News Analysis" (unpublished master's thesis, University of Wisconsin, 1964). Kotzebue investigated the depth reporting and interpretive commentary on military affairs by means of articles written during 1960-62 by Baldwin and Thomas R. Phillips of the St. Louis Post-Dispatch.

³² Witcover, "The Surliest Crew in Washington," 13.

³³ Clark Mollenhoff, The Pentagon: Politics, Profit, and Plunder (New York: G. P. Putnam's Sons, 1967), 261.

³⁴ Ibid., 263. Although the immediate debate over muzzling the military was quieted because Kennedy backed McNamara, the issue itself was the topic of press criticism throughout the decade. Muzzling is addressed in Chapter VI.

President Kennedy wrote McNamara on Feb. 8, 1962: "I do not intend to permit subordinate officials of our career services to bear the brunt of congressional inquiry into policies which are the responsibilities of their superiors." See Mollenhoff, "Managing the News," Nissan Reports, December 1962, 4.

³⁵ Report of the 1961 Sigma Delta Chi Advancement of Freedom of Information Committee, 9.

³⁶ James Reston, New York Times, as quoted in Miles Beardsley Johnson, The Government Secrecy Controversy (New York: Vantage Press, 1967), 82.

³⁷ Walter N. Moore, Jr., "Congressional Attitudes Toward Government Information Policies in the Eisenhower and Kennedy Administrations" (unpublished master's thesis, University of Wisconsin, 1968), 138. Moss pointed out the dangers of a policy of deliberately misinforming the public--accusing McNamara of committing gross disservice to the U. S.

³⁸ Time, May 19, 1961, 21.

³⁹ "Principles of Public Information Policy," Department of Defense Directive No. 5230.13, May 31, 1961.

⁴⁰ This feeling was not unfounded since DOD and the State Department were forged even closer together in the decision-making process involving U. S. security shortly after World War II. With the emergence of the Third World countries neither department had the freedom to form policy or make major decisions on its own. This relationship had been cemented by the early 1960s. Both departments were strongly intertwined with the mission of executing U. S. commitments abroad. In addition, White House occupants began to play a more prominent role in daily determinations involving international involvement. More coordination was required and at higher levels. This was--and still is--an obvious irritant to correspondents. The immediate impact of this intra-departmental coordination on reporters was further delays in receiving information.

⁴¹ Many critics charged that OASD(PA) was too large and the number of military and civilian personnel should be cut way down. The reference in the text is found in John M. Swenley, Jr., The Military Establishment (Boston: Beacon Press, 1964), 127.

⁴² Gerry Van der Heuvel, "Reporters Don't See Eye-to-Eye on Freedom of Information," Editor & Publisher, Nov. 18, 1961, 67. Reporter unnamed in article.

⁴³ Much of the criticism against Sylvester's positions was not aimed at the issues, but rather that he publicly admitted what the press already knew and had learned to live with. See Appendix C for a description of Sylvester's comments.

⁴⁴ New York Times, Oct. 31, 1964. Dan Nimmo wrote "The news 'weaponry' concept implies a combination of the worst of both worlds--the use of secrecy to avoid letting a reporter in on what is going on and the use of 'planned publicity' in order to exploit correspondents as a tool of bureaucracy." See Nimmo, News-gathering in Washington, 192.

⁴⁵ Witcover, "The Surliest Crew in Washington," 13. Sylvester's directive read: "The substance of each interview and telephone conversation with a media representative will be reported to the appropriate public information office before the close of business that day. A report need not be made if a representative of the public information office is present at the interview."

⁴⁶ Bruce Ladd, Crisis in Credibility (New York: The New American Library, Inc., 1968), 33. There were numerous articles written citing different situations which involved the threat of lie detector tests--as recently as 1969. The Washington Post revealed on May 23, 1969, that Pentagon civilian analysts had proposed sinking the ten oldest Navy Polaris submarines to save money. George Wilson of the Post wrote that those officials questioned were asked to take lie detector tests but refused to do so. The Moss Committee conducted an investigation of the case and announced later that DOD officials stated formally that no polygraph exams had been given; none had been requested, and that none was required since the source of the leak had been determined through other investigative means. During an interview, Wilson agreed that such tests were not given but that officials certainly were threatened with them. He said that one of his sources told him of one person who was placed in a room by himself and told, "You are the only one who has not agreed to take a lie detector test." Wilson thought that if his story had not been printed, the persons under interrogation would have been pressured to take the tests. See Report of the 1969 Sigma Delta Chi Advancement of Freedom of Information Committee, 17.

⁴⁷ Report of the 1963 Sigma Delta Chi Advancement of Freedom of Information Committee, 7.

⁴⁸ Clark Mollenhoff, Dispoilers of Democracy (New York: Doubleday & Co., Inc., 1965), 154.

⁶¹ Some of the evidence against defendant's testimony was set forth by the Government, but certain facts are actually admitted which tend strongly to support the Government's case. See footnote 2 for a discussion of the Government's position.

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The new "company" owned by the
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New Research Library, Inc., 1940, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 8

Approved by the FBI and the CIA on 10/10/68

1991-1992

⁴⁹ Some of these feelings are found in the Sigma Delta Chi Report of the 1963 Freedom of Information Committee, 5.

⁵⁰ Ben H. Bagdikian, "The News Managers," Saturday Evening Post, April 20, 1963, 17.

⁵¹ Lawrence Barrett, "Pentagon Obstacles," Columbia Journalism Review, Summer, 1963, 55.

⁵² Quoted in the Report of the 1964 Sigma Delta Chi Advancement of Freedom of Information Committee, 5.

⁵³ Ibid. Correspondent unnamed in report.

⁵⁴ Editor & Publisher, Feb. 15, 1964, 17.

⁵⁵ "Managed News From Vietnam: Here's What the Pentagon Says," U. S. News and World Report, Sept. 12, 1966, 104. The number 450 newsmen remained fairly constant --only tapering off at the end of the decade.

⁵⁶ Newsweek, March 29, 1965, 58. What was possibly true in 1965 was not true during the second half of the sixties. Most correspondents that covered the conflict found little in the form of unrealistic practices that could be termed censorship. Those rules on reporting that did exist were mutually agreed upon by both the media and government officials. During the entire Vietnam conflict, there were only two or three newsmen who lost their accreditation due to infractions of the rules. Also, in 1966, DOD established a Southeast Asia Division in EDDI to assist in gathering information from the field for use by Pentagon reporters.

⁵⁷ New York Times, April 16, 1965.

⁵⁸ Witcover, "The Surliest Crew in Washington," 14. While these briefings for the press became infrequent, there was still the Thursday afternoon background sessions conducted by McNamara himself for the military correspondents.

⁵⁹ Lloyd Horman, Newsweek's Pentagon correspondent, during a public affairs briefing sponsored by OASD(PA) for Syracuse University journalism students held in the Pentagon on March 30, 1970.

⁶⁰ David Kraslow, Los Angeles Times, quoted in McGaffin and Knoll, Anything But the Truth, 65.

⁶¹Goulding, Confirm or Deny, 15. This appeared to be a deliberate deception to the press and the public. However, Goulding--the acting ASD(PA) at the time--stated that the information immediately available indicated the aircraft did not in fact enter the French forbidden zone and DOD released this fact. He said facts that came in later proved this assertion wrong and the DOD set the record straight.

⁶²Vice Admiral Rickover (USN-retired)--father of the Navy's nuclear-powered submarine--was cited as an example. It was suggested that had it not been for the press, he probably would never have been heard of and he would not have received the congressional support for the development of the nuclear submarine program.

⁶³Report of the 1966 Sigma Delta Chi Advancement of Freedom of Information Committee, 8.

⁶⁴Ibid., reporter not named in report.

⁶⁵Fred Hoffman, Associated Press military correspondent, "The Close-Mouthed Pentagon," Dateline 1966, Overseas Press Club, 89.

⁶⁶Gary Le Roy Werner, "The 'Credibility Gap'--1966: Prestige Gatekeepers View Government Handling of Vietnam Information" (unpublished master's thesis, University of Wisconsin, 1967), 57.

⁶⁷Morley Safer, CBS, The Nation, June 6, 1966, 24.

⁶⁸Ted Szulc, New York Times, quoted in "The Trumpets of Government," Freedom of Information Center Report No. 231, University of Missouri, November 1969, 5.

⁶⁹Goulding, Confirm or Deny, 49 and 51. Goulding also wrote that for all practical purposes, Spain called the shots for 80 days. He said Sylvester was asked by State Department to do everything he could to avoid blaming the Spanish government for our silence. Sylvester honored this request. Goulding added that as time passed the wrath of much of the press corps turned into incredulity and the incredulity into disgust. It was not until the chairman of the Spanish Nuclear Energy Board let word out during an interview--44 days after the crash--that the U. S. government could finally admit a bomb was lost. See Goulding, Confirm or Deny, 39-40.

⁷⁰Report of the 1967 Sigma Delta Chi Advancement of Freedom of Information Committee, 7.

⁷¹Newsweek, Jan. 16, 1967, 42.

⁷²Richard Fryklund, Washington Evening Star, Jan. 1, 1967.

⁷³Washington Post, Jan. 6, 1967.

⁷⁴Ladd, Crisis in Credibility, 150.

⁷⁵For additional information on the incident see Goulding, Confirm or Deny. In his book, Goulding wrote of the importance to the U. S. government of an isolated action in the field "in this day of instant world-wide communication and sensitive international maneuvering." He added that a second lesson learned from the Soviet ship mishap is that: "In this age, what is said and how it is said can often be more important than what is done." Ibid., 148.

⁷⁶Ladd, Crisis, 138. Goulding noted that McNamara's personal preference was to call the ship an intelligence collector, but yielded to security and diplomatic arguments. See Goulding, Confirm or Deny, 115.

⁷⁷Seymour M. Hersh, "(But Don't Tell Anyone I Told You) From the Pentagon," The New Republic, Dec. 2, 1967, 14. Hersh used to cover the Pentagon beat for Associated Press.

⁷⁸Correspondent "H." personal interview, Washington, D. C., June 1970.

⁷⁹New York Times editorial, Oct. 22, 1967.

⁸⁰Correspondent "R." personal interview, Washington, D. C., June 1970.

⁸¹Reprinted in the Report of the 1967 Sigma Delta Chi Advancement of Freedom of Information Committee, 8.

⁸²Ibid.

⁸³Editor & Publisher, April 20, 1968, 18.

⁸⁴Correspondent "I." personal interview, Washington, D. C., June 1970.

⁸⁵McGaffin and Knoll, Anything But the Truth, 15.

⁸⁶Ibid.

⁸⁷Goulding, Confirm or Deny, 360.

71. Summary, Nov. 18, 1967, 23.

72. Summary, Nov. 18, 1967, 23.

73. Summary, Nov. 18, 1967, 23.

74. Summary, Nov. 18, 1967, 23.

75. For summary information on the situation in
overlaid, Summary, Nov. 18, 1967, 23. In his report, Summary, Nov. 18, 1967, 23.
The situation in the U.S. Government is as follows:
Action in the field "in this day of lawless violence"
communication and political information, Summary, Nov. 18, 1967, 23.
about that a second source found the same thing.
change in that "it was not, what it was, but it is
said one often to have a report that it is true."
Summary, Nov. 18, 1967, 23.

76. Summary, Nov. 18, 1967, 23. Summary, Nov. 18, 1967, 23.
personal information that in fact the same is true.
Summary, Nov. 18, 1967, 23. Summary, Nov. 18, 1967, 23.
See Summary, Nov. 18, 1967, 23.

77. Summary, Nov. 18, 1967, 23. Summary, Nov. 18, 1967, 23.
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14. Summary, Nov. 18, 1967, 23. Summary, Nov. 18, 1967, 23.
Summary, Nov. 18, 1967, 23.

78. Summary, Nov. 18, 1967, 23. Summary, Nov. 18, 1967, 23.
O. C. Nov. 1967, 23.

79. Summary, Nov. 18, 1967, 23. Summary, Nov. 18, 1967, 23.

80. Summary, Nov. 18, 1967, 23. Summary, Nov. 18, 1967, 23.
O. C. Nov. 1967, 23.

81. Summary, Nov. 18, 1967, 23. Summary, Nov. 18, 1967, 23.
The Government of the United States is as follows:
Summary, Nov. 18, 1967, 23.

82. Summary, Nov. 18, 1967, 23.

83. Summary, Nov. 18, 1967, 23. Summary, Nov. 18, 1967, 23.

84. Summary, Nov. 18, 1967, 23. Summary, Nov. 18, 1967, 23.
O. C. Nov. 1967, 23.

85. Summary, Nov. 18, 1967, 23. Summary, Nov. 18, 1967, 23.

86. Summary, Nov. 18, 1967, 23.

87. Summary, Nov. 18, 1967, 23. Summary, Nov. 18, 1967, 23.

⁸⁸"Superchief of Information." Time, Dec. 6, 1968.
 30. Klein had been editor of the San Diego Union since 1959.

⁸⁹Jules Witcover, "Washington: Focusing on Nixon," Columbia Journalism Review, Winter, 1968-69, 15.

⁹⁰Freedom of Information Digest (Columbia, Mo.: FOI Center, School of Journalism), Vol. X, No. 6, March-April 1969, 2.

⁹¹"Public Information Principles." Office of the Secretary of Defense Memorandum for Correspondents, OASD(PA) Release No. 153-69, March 5, 1969. The Laird memorandum was addressed to: Secretaries of the Military Departments; Chairman of the Joint Chiefs of Staff; Director of Defense Research and Engineering; Assistant Secretaries of Defense; Assistants to the Secretary of Defense; and Directors of the Defense Agencies. Laird also said, "Because of the importance I attach to this matter, I want to state certain principles which I expect to be followed in the conduct of public affairs activities of this Department." They are:

1. Our first concern must be the security of the United States and the safety of our Armed Forces. Therefore, information which would adversely affect the security of our country or endanger our men should not be disclosed.

2. The provisions of the Freedom of Information Act (5 USC 552) will be supported in both letter and spirit.

3. No information will be classified solely because disclosure might result in criticism of the Department of Defense. To avoid abuse of classification procedures, we must adhere strictly to the criteria set forth in Executive Order 10501.

4. Our obligation to provide the public with accurate, timely information on major Department of Defense programs will require, in some instances, detailed public information planning and coordination within the Department and with other government agencies. However, I want to emphasize that the sole purpose of such planning and coordination will be to expedite the flow of information to the public. Propaganda has no place in Department of Defense public information programs.

⁹²Report of the 1969 Sigma Delta Chi Advancement of Freedom of Information Committee, 16. The SS-9 could also be cited as an example of how the new DOD team is trying to get more information on Soviet capabilities out to the public. In April 1970, Henkin told a symposium group,

"You may have noticed this morning on the front page of the Washington Post, a photograph of a Soviet SS-9 multi-warhead missile reentry. In the past it would have been impossible to have made that picture available to the American public, but we were able to get approval for declassification. . . ." Daniel Z. Henkin, ASD(PA), talk given at Thomas Jefferson Symposium held April 23-24, 1970, at the State Department in Washington, D. C., for about 300 armed services information personnel.

⁹³ Ibid.

⁹⁴ New York Times, Dec. 2, 1969.

⁹⁵ Henkin at Thomas Jefferson Symposium, April 1970.

⁹⁶ Goulding, Confirm or Deny, 158.

⁹⁷ J. A. R. Fimlott, Public Relations and American Democracy (Princeton, N. J.: Princeton University Press, 1951), 73.

⁹⁸ Correspondent "H," personal interview, Washington, D. C., June 1970.

⁹⁹ Correspondent "R," personal interview, Washington, D. C., June 1970.

¹⁰⁰ Correspondent "H," personal interview, Washington, D. C., June 1970.

CHAPTER II

STUDY PROCEDURES AND PRESENTATION

Data for this study were gathered by personal interviews and mail-questionnaires.

Study Participants

Military news correspondents covering the Pentagon in June 1970 were selected for this study. The official list of the Pentagon press corps compiled by the Office of the Assistant Secretary of Defense (Public Affairs) was used as the guide. This was updated in April 1970, when the author visited the Pentagon and had discussions with the Directorate for Defense Information (DDI) and his Deputy Director. Based on these sources plus comments by Lloyd Norman, Newsmask (considered by Defense officials to be the unofficial spokesman for the press corps), it was determined there were 29 "regulars," 15 "irregulars," and nine "military journal" correspondents who covered the military beat.

The Use of Interview Technique

Since the study concentrates on "regulars," the decision was made to conduct personal interviews with as

Section II

STUDY DESIGN AND METHODOLOGY

Data for this study were collected by personal

interviews and self-administered.

Study Population

Initially, when correspondence regarding the findings

in June 1978 were received for this study, the initial

list of the Washington State major compiled up the names of

the Assistant Secretary of Defense (ASD) and

used as the basis. This was updated in April 1979, when

the names visited the Pentagon and had discussions with

the Directorates for Defense Information (DI) and the

Defense Research. Based on these sources the names of

1000 names were identified by Defense Research in

the medical research for the study. It was

determined that there were 20 "eligible" in "eligible" and

also "eligible" names" correspondence was received from

initially from.

The Use of Telephone Interviews

Since the study consisted of "interviews," the

decision was made to conduct personal interviews with the

many of them as possible. The use of mail-questionnaires for the sole data gathering technique was ruled out since Washington correspondents are extremely busy. The study would be of limited value unless data were successfully collected from most of the regulars. Therefore, two primary considerations dictated the use of personal interviews: (a) the amount of material requested from regulars would have meant a lengthy and time consuming mail-questionnaire and (b) since these are busy men with demanding schedules, it was felt that being there in person to conduct the interviews, at the correspondents' convenience, would increase the participation of regulars.

See Appendix E for a sample of the interview schedule (guide) employed during interviews.

The Mail-Questionnaire

Since it was not possible to spend more time in Washington than the two-week period in June 1970 for interviewing newsmen, and because much of the information requested from regulars was not applicable to irregulars, a modified version of the interview schedule was prepared for irregulars and military journal correspondents.

Appendix F contains the questions included in the mail-questionnaire.

many of them as possible. The use of anti-psychotic
 for the sake of preventing further use of the
 treatment corresponds to the principle of the
 would be an ideal case with the possibility
 collected from some of the subjects. However, the
 primary considerations directed the use of the
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 would have been a fairly and the necessary
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 course the subjects, as the correspondence, the
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THE EXPERIMENTAL

It was felt that the subjects would be in
 the subjects in the course of the
 subject matter, the subjects would be the
 reported from subjects was not possible in the
 subject matter of the subjects and the
 knowledge and ability to the subjects.

Appendix 1 contains the questions listed in the

anti-psychotic.

Collection of the Data

Secondary Source Material

An extensive survey of pertinent literature was conducted to establish what views were expressed by the media about Department of Defense information activities and military correspondents during the period 1960-1969.

This provided an insight into general media reaction to the handling of public affairs on a routine basis, as well as their opinions on the barriers and news sources at the Pentagon. Data collected serves as the basis for Chapter I of this study which offers a setting for the primary data gathered.

April Visit to the Pentagon

During the period April 7 through April 11, the author visited the Pentagon and discussed the proposed study with officials in OASD(PA). Personal interviews were conducted with Daniel Z. Henkin, Assistant Secretary of Defense for Public Affairs (ASD/PA); his Principal Deputy, Jerry W. Friedheim; and public affairs officers in OASD(PA) and the Navy Office of Information. Their views were solicited on the newsgathering process at the Defense Department, including barriers and news sources.

Informal discussions were held with a number of the regulars in the Pentagon press corps to gain further insight into the current nature of the newsgathering process. This

also served as an opportunity to get initial reactions from correspondents to the proposed study and gain acceptance and support of the project by veteran correspondents. Their reaction to the proposal was favorable.

This trip also helped to refine the author's own observations made while serving as a public affairs officer in the Pentagon.

Initial Letter Sent in May

On May 18, 1970, individually typed letters were sent to regulars and three military journal correspondents who work out of the press room. This correspondence outlined the project, described the general areas to be covered by the study, and sought their cooperation.

Appendix D contains a copy of the general format used for this letter.

Pre-Testing the Interview Schedule

Another trip to Washington, D. C., was not feasible before the June trip when interviews were to be conducted. Pre-testing the interview schedule on local Madison newsmen was not appropriate since the information desired was relevant only to Washington correspondents. Therefore, four officers (three Navy Lieutenant Commanders and one Army Lieutenant Colonel) who had tours of duty at the Pentagon as PAOs and who dealt with members of the press corps, were pre-tested in Madison, Wisconsin.

also served as an opportunity to get further feedback from
 correspondents in the proposed study and gain experience
 and support of the project by meeting correspondents.
 While working in the proposed new business,
 this job also helped to reduce the author's own
 observations and skills serving as a public affairs officer
 in the business.

Initial letter sent to Ray
 on May 18, 1970. Initially typed letter was
 sent to register and then called for further correspondence.
 who went out of the house soon. This correspondence
 outlined the project, described the personal desire to be
 involved in the study, and sought their cooperation.
 Response to Ray was a copy of the letter which
 used for this letter.

Ray's letter was received in the
 office with the following: B. 7, 1970 and letter
 dated May 1970. When letter was sent to the business.
 Following the letter, response to Ray's letter was
 was not appropriate since the business desired was
 letters only to newspaper correspondents. This letter
 had letters (some Ray's letter) and letters of Ray to the
 Ray's letter (dated) and letters of Ray to the
 business as well as letters with subjects of the study
 were, were received in business, business.

Interview Phase: June 1970

Between June 5 and June 19, 1970, 29 interviews were conducted with military news correspondents. Twenty-six of the respondents were regulars and three were military journal newsmen (Armed Forces Journal, Army-Navy-Air Force Times, and Stars and Stripes).

The author was permitted use of an office (2E789) just down the corridor from the press room. This served as the base of operations during the period. Seventeen interviews were conducted in this space; seven were conducted at the correspondents' downtown Washington bureaus (three at the National Press Building, one at Time-Life Building, one at CBS and another at ABC Building). The remaining interviews were conducted at the following places: two in the Pentagon press room, one during a luncheon engagement in the Pentagon, one at a correspondent's home; and one on the Pentagon mall (area outside but on Pentagon grounds). One of the regulars was out of town during this period, but the author was able to interview him by telephone for half an hour on June 19; questions not covered at that time were answered by separate correspondence.

The author prepared an interview schedule composed mostly of "open" or unstructured questions and several "closed" or structured questions. To gain full benefit of the opinions of correspondents, an effort was made to allow the interviews to run their natural course. Essentially

Interview Report (Page 10)

Between June 1 and June 15, 1970, in interview
were conducted with military and newspapermen. Twenty-
five of the respondents were civilian and three were mili-
tary. General Robert (Frank) Brown, General (John) A. ...
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the same questions were asked, but not necessarily in the same sequence. This enhanced the interview by delving into specific areas thought to be important by the correspondent without cutting responses short in order to move on to the next question. The interview focused attention on the "what" and "why" behind more superficial answers of "yes" or "no."

Because of the nature of this interview technique ("focused" interview), not every question was specifically asked every reporter. Rather, basic opening questions to key subject areas were asked of all newsmen and, depending on the responses that followed, numerous "probe" questions were used to clarify meanings or pursue an area considered important to the individual. Effort was made, however, to ensure each type of media was asked each question addressed in the analysis. Frequently, the respondent covered a subject area during the discussion that overlapped another topic.

This technique proved successful. All those interviewed were highly talkative and informative. They were cooperative and seemed to display greatest interest and become more candid as they relaxed and the interview progressed. While almost all of the interviews were conducted during normal working hours, interviews ran in length from 45 minutes to three and one-half hours; the average time spent interviewing each correspondent was between one and

The same question was asked, but the necessary is the same question. This included the interview by DeLong and specific notes found in the laboratory by the interviewers without giving responses that is noted to have in the same question. The laboratory found notes in the "what" and "why" notes that suggested answers as "yes" or "no."

Results of the study of this interview technique ("interview") and every question was significantly rated every response. Each item's specific question to the subject was noted of all answers and, depending on the response that followed, answers "yes" or "no" were used as clearly marked or given as was indicated important to the individual. After was noted, however, the same type of data was noted from specific questions in the analysis. It is important to note that subjects were during the discussion that suggested notes and responses were noted from the laboratory and the laboratory.

This technique proved successful. All items were noted with high reliability and consistency. The laboratory and asked to display greatest interest and items were noted as they related to the interview process. While almost all of the interviewers were consistent during the interview process, interviewers who in cases were at times in the laboratory found the same items and items differently with interviewers who were not

two hours. Four of the interviews were completed in two sessions.

A tape recorder was used during all but four of the interviews. None of the respondents objected to this device, utilized to permit an informal relaxed atmosphere during the interview and eliminating the cumbersome task of taking lengthy notes, which--besides extending the time involved--would have kept the interview from flowing smoothly from one subject to another. It is recognized that the question has been raised that a tape recorder creates an on-the-record atmosphere which might keep respondents from expressing frank opinions. However, the Director of the Wisconsin Survey Research Laboratory, Professor Harry Sharp, agreed with the author that the use of a recorder for this study would not be detrimental or necessarily affect responses.

Cooperation received from the correspondents during the interview period was excellent. Only one of the 29 regulars declined participation in the study.

While not actually engaged in interviewing, the author remained close to the press room. Normally one or two interviews were conducted before the 11:00 a.m. news briefing and two or three during the afternoon. A normal day ran from 8:00 a.m. through 6:00 p.m. (latest was 8:00 p.m.).

Two hours. Four of the interviewees were interviewed in two sessions.

and the 1993 and 1994 annual mean values were 1.0 and 1.1, respectively.

Industries: Some of the major industries in the

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During the legislative and administrative process, the following issues were identified:

Facing foreign debt, which could otherwise be used

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Mail-Questionnaires

Interviews were coded during the summer months and the mail-questionnaire was prepared and sent to 15 irregulars and two regulars who the author was unable to interview in July plus the one regular who was partly interviewed by telephone; six military journal correspondents and three foreign media representatives.

The package sent included a six and one-quarter page questionnaire, cover letter, and self-addressed stamped envelope. Twenty-seven questionnaires were sent to military news correspondents; 14 were returned completed; two returned the questionnaire with a letter stating they could not participate because (a) one foreign media representative was too new on the job and (b) one military journal newsman said he could not add anything to what was given the author during an interview with the reporter assigned to cover DOD for ~~Army-Navy-Air Force Times~~. The exact degree of participation is shown in Appendix A.

Presentation

At the outset, all correspondents were told their responses were to be presented anonymously in the analysis. Because of their continuing contact with Defense officials, this was considered the most advisable way to get reporters to be frank. Therefore, quotes contained in the text are attributed to the correspondent by other means, e.g., "regular," "irregular," "newspaperman," "veteran reporter,"

etc. Footnotes refer only to Correspondent "A," "B," etc.

Responses are presented separately for regulars, irregulars, and military journals correspondents. Where there are meaningful differences the data were further reduced and presented by media type under "regulars" category, plus irregulars, and military journal newsmen.

The use only of percentages throughout the analysis would be misleading when categories within the press corps included only a few correspondents. Therefore, when percentages are used, the corresponding number of reporters is included. However, in most cases, the terms "most of," "about half," "one-quarter," etc. are used. Tables are presented mostly by frequencies for the same reason.

Findings are illustrated with direct quotations from the newsmen in order to help clarify meaning and enhance readability.

Coding Procedures

All coding of interviews and mail questionnaires was done by hand. Interviews were initially transcribed in longhand, ensuring all blanks in the interview schedule were filled in with corresponding responses (during interviews, the author had taken as many notes as possible).

Next, "closed" questions were coded, while "open-ended" questions were reduced to a phrase or two for the sake of preliminary analysis and coding; later these were

refined for final presentation.

The author worked from two devices during the initial draft of the study analysis: (a) coding sheets which indicated the quantitative type results in each question or subject area and (b) questions were separated and paraphrased comments listed under each--enabling quick access to opinions beyond the "yes" and "no" stages.

Tables were prepared for ready reference, unstructured questions were coded, and representative quotes were chosen for each question or topic. Reference was made to the tape recordings in order to get accurate responses made by respondents.

General Participation

Included in the study are: 28 of the 29 regulars, six of the 15 irregulars, and 6 of the 9 military journal reporters, for a total of 40 military news correspondents.

Since only two of the three foreign media representatives were able to participate, the decision was made not to include their responses in the study. There would be no justification for including them in totals since the project concentrates on the flow of information from DOD to the American public through Pentagon correspondents. Foreign correspondents have problems unique only to them and this area could make a study in itself.

Eight correspondents who were in the Pentagon press

defined for linear presentation.

The subject received five test questions during the initial trials of the group analysis in testing which which indicated the presentation type leading to more questions to subject than the (b) questions were repeated and produced more correct answers than the (a) questions. Results to questions before the "yes" and "no" answers.

Tables were prepared for each individual subject. Each question was coded, and a question type was given. Items chosen for each question or item. Answers were made to the type consisting in order to the number responses each by respondent.

General Discussion

Included in the study was 25 of the 25 subjects. Six of the 25 subjects, and 4 of the 25 subjects. Results for a total of 25 subjects were presented. Since only 25 of the 25 subjects were given the test, results were given in percentages. The results were given not to include their responses in the study. There were no justification for including them in results when the subject was presented in the study of individual items. The results were given in percentages. The results were given only in the results were given in percentages.

corps in 1960 are still covering the Pentagon in 1970. Seven of them participated in Underwood's study and include: Charles Corddry (then UPI, now with Baltimore Sun), Charles Wendel (then Fairchild Publications, now with BNA), Ray Cromley (NEA), Lloyd Norman (Newsweek), Claude Witze (Air Force Magazine), Robert Schweitz (then Army-Navy-Air Force Register, now with Army-Navy-Air Force Times), and L. Edgar Brine (then Washington Evening Star, now with Copley News Service).

CHAPTER III

THE PENTAGON PRESS CORPS: MILITARY CORRESPONDENTS, REPORTING ON THE MILITARY BEAT, AND ASSESSING THEIR PEERS

Military Correspondents--A Perspective

Writing in the Columbia Journalism Review in 1965,

Jules Witcover described the corps of Pentagon newsmen.

Calling them the "surliest crew in Washington," he wrote:

By and large, the regulars see themselves as a squad of guerrilla fighters in a journalistic army of desk jockeys. They consider their beat to be tougher and more complex than any other, and they rate the department news policies under which they must function much more restrictive than those anywhere else in Washington. The Pentagon regulars bitterly resent the occasional suggestion that they are cry-babies. In their view, fighting--and criticizing--these restrictive policies is a continuing and major part of covering the beat.¹

Phil Goulding discussed the military correspondents at length in his book Confirm or Deny, published in 1970. The ex-ASD(PA) and former Pentagon reporter wrote that the Pentagon press corps generally is underestimated "in the curious strata of Washington newspapermen." Goulding made the following observations about newsmen in the capital:

Men covering the State Department, men interested chiefly in the "Big Issues," smoke their pipes, speak from the depths of their bellies as good diplomats should, use the word "pragmatic" in their stories and

CHAPTER VII

THE PERIODS WHEN THE MILITARY GOVERNMENT

OPERATED IN THE MILITARY AREA, AND

REMARKS ON THE

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look down their noses at the hardware-happy Pentagon reporters who lack real understanding of the importance of sensitive international relations.

Men covering the White House sip a heady wine in the personal relationship they almost establish with the President . . . and look down their noses at the international theorists assigned to State, who lack real understanding of practical political presidential realities.

Men covering Capitol Hill slip into a soft-shoe intimacy with Congressmen and Senators . . . and, in their confidence that Congress is the true source of power and true manifestation of democracy, look down their noses at all reporters working in any part of the bureaucratic Executive Branch.

All three of these groups write news stories on major defense issues, most of them with an appalling lack of preparation--although in their own fields many of these reporters are excellent.²

Based on his study of military correspondents in early 1960, George Underwood concluded:

The representative Washington military correspondent is a skilled, seasoned, competent journalist with a commendable sense of responsibility to the nation and the reader-listener-viewer.

Under great time pressure and considerable space (time) restrictions, he digs along an enormous beat for the essential military facts and their meaning. He grapples daily with an incredibly complex story which somehow must be made both interesting and comprehensible to the average citizen. He encounters more and higher news barriers than do other journalists, primarily because of the massiveness of the organizations and the sensitiveness of the story he is covering.³

The Pentagon Press Corps

Press Corps Composition

In 1970 (June) there were 10 types of news media, 51 separate news outlets, and 57 correspondents in the

1. The following information was obtained from the records of the Department of the Interior, Bureau of Land Management, regarding the land owned by the United States in the State of Nevada:

the Government's policy of non-interference in the internal affairs of the Republic of China, and the Government's policy of non-interference in the internal affairs of the Republic of China, and the Government's policy of non-interference in the internal affairs of the Republic of China.

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NEW YORK 17, N.Y.

All three of these groups were working on
their defense against the threat of a possible
take over by the government in their own defense.

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The respondent is a white, married, female, born in 1945, with a high school diploma, living in the same house as her husband and two children. She is currently unemployed and has been for the past 10 years. She has no other sources of income and is dependent on her husband for financial support. She has no health insurance and no access to medical care. She has no other family members living with her and no other relatives living nearby. She has no other sources of support and is completely dependent on her husband for everything. She has no other sources of support and is completely dependent on her husband for everything. She has no other sources of support and is completely dependent on her husband for everything.

1. The purpose of this program is to provide a means for the collection and dissemination of information on the activities of the various groups and individuals who are active in the field of human rights. This information is to be used for the purpose of identifying and locating these groups and individuals, and for the purpose of providing information to the public on their activities.

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Pentagon press corps. The categories of media included: daily newspapers (14); wire services (3); newspaper chains (3); feature syndicate (1); news magazines (3); radio and television (6); business and special interest publications (8); military journals (6); foreign media (3); and government outlets (2).

Excluding the government and foreign news outlets, there were 29 regulars, 15 irregulars, and 9 military journal correspondents. Underwood found that in 1960 there were 34 regulars and irregulars, plus 10 military journal reporters --he did not distinguish between regulars and irregulars. Also, in 1960 there were 31 news outlets, compared to the 51 in 1970.

Personal Data

Military Correspondents' Age

Reporters in the Pentagon press corps ranged in age from 26 to 60. The mean age for regulars was 40 years; median age 43 years. Mean age for all correspondents was 42 years and the median age was also 43 years. This makes members of the 1970 press corps somewhat younger than the 1960 group. Underwood reported the mean age then to be 43.5 years and the median age as 41.0 years.

As Table I indicates, in June 1970, five reporters were under 30 years old, one-fourth were between 30 and 39, seventeen newsmen ranged in age from 40 to 49, and five

... (a) ... (b) ... (c) ... (d) ... (e) ... (f) ... (g) ... (h) ... (i) ... (j) ... (k) ... (l) ... (m) ... (n) ... (o) ... (p) ... (q) ... (r) ... (s) ... (t) ... (u) ... (v) ... (w) ... (x) ... (y) ... (z) ...

... (a) ... (b) ... (c) ... (d) ... (e) ... (f) ... (g) ... (h) ... (i) ... (j) ... (k) ... (l) ... (m) ... (n) ... (o) ... (p) ... (q) ... (r) ... (s) ... (t) ... (u) ... (v) ... (w) ... (x) ... (y) ... (z) ...

...

...

... (a) ... (b) ... (c) ... (d) ... (e) ... (f) ... (g) ... (h) ... (i) ... (j) ... (k) ... (l) ... (m) ... (n) ... (o) ... (p) ... (q) ... (r) ... (s) ... (t) ... (u) ... (v) ... (w) ... (x) ... (y) ... (z) ...

TABLE 1

AGE OF MILITARY CORRESPONDENTS^a (June 1970)

Q. What is your present age--closest birthday? (n=40)

Correspondents	Age				
	Under 30	30-39	40-49	50-59	60 plus
Regulars ^b	5	7	12	2	2
Irregulars	--	2	2	1	1
Military Journals	--	1	3	2	--
Total ^c (n=40)	5	10	17	5	3

^aAs of June 1970.^bMean age of regulars: 40 years old; median age: 43 years old.^cMean age of all correspondents: 42 years old; median age: 43. The youngest correspondent was 26 and the oldest was 60 (three reporters).

THESE DATA WERE OBTAINED FROM A SURVEY OF THE
 COMMUNITARIAN MOVEMENT IN THE UNITED STATES
 IN 1971. THE SURVEY WAS CONDUCTED BY THE
 NATIONAL COMMUNITARIAN ASSOCIATION (NCA) IN
 COOPERATION WITH THE BUREAU OF THE CENSUS.
 THE SURVEY WAS DESIGNED TO OBTAIN INFORMATION
 ON THE PREVALENCE OF COMMUNITARIANISM IN
 THE UNITED STATES AND TO IDENTIFY THE
 FACTORS ASSOCIATED WITH COMMUNITARIANISM.

Age				
15-24	25-34	35-44	45-54	55-64
1	2	3	4	5
2	3	4	5	6
3	4	5	6	7
4	5	6	7	8
5	6	7	8	9
6	7	8	9	10
7	8	9	10	11
8	9	10	11	12
9	10	11	12	13
10	11	12	13	14
11	12	13	14	15
12	13	14	15	16
13	14	15	16	17
14	15	16	17	18
15	16	17	18	19
16	17	18	19	20
17	18	19	20	21
18	19	20	21	22
19	20	21	22	23
20	21	22	23	24
21	22	23	24	25
22	23	24	25	26
23	24	25	26	27
24	25	26	27	28
25	26	27	28	29
26	27	28	29	30
27	28	29	30	31
28	29	30	31	32
29	30	31	32	33
30	31	32	33	34
31	32	33	34	35
32	33	34	35	36
33	34	35	36	37
34	35	36	37	38
35	36	37	38	39
36	37	38	39	40
37	38	39	40	41
38	39	40	41	42
39	40	41	42	43
40	41	42	43	44
41	42	43	44	45
42	43	44	45	46
43	44	45	46	47
44	45	46	47	48
45	46	47	48	49
46	47	48	49	50
47	48	49	50	51
48	49	50	51	52
49	50	51	52	53
50	51	52	53	54
51	52	53	54	55
52	53	54	55	56
53	54	55	56	57
54	55	56	57	58
55	56	57	58	59
56	57	58	59	60
57	58	59	60	61
58	59	60	61	62
59	60	61	62	63
60	61	62	63	64
61	62	63	64	65
62	63	64	65	66
63	64	65	66	67
64	65	66	67	68
65	66	67	68	69
66	67	68	69	70
67	68	69	70	71
68	69	70	71	72
69	70	71	72	73
70	71	72	73	74
71	72	73	74	75
72	73	74	75	76
73	74	75	76	77
74	75	76	77	78
75	76	77	78	79
76	77	78	79	80
77	78	79	80	81
78	79	80	81	82
79	80	81	82	83
80	81	82	83	84
81	82	83	84	85
82	83	84	85	86
83	84	85	86	87
84	85	86	87	88
85	86	87	88	89
86	87	88	89	90
87	88	89	90	91
88	89	90	91	92
89	90	91	92	93
90	91	92	93	94
91	92	93	94	95
92	93	94	95	96
93	94	95	96	97
94	95	96	97	98
95	96	97	98	99
96	97	98	99	100
97	98	99	100	101
98	99	100	101	102
99	100	101	102	103
100	101	102	103	104
101	102	103	104	105
102	103	104	105	106
103	104	105	106	107
104	105	106	107	108
105	106	107	108	109
106	107	108	109	110
107	108	109	110	111
108	109	110	111	112
109	110	111	112	113
110	111	112	113	114
111	112	113	114	115
112	113	114	115	116
113	114	115	116	117
114	115	116	117	118
115	116	117	118	119
116	117	118	119	120
117	118	119	120	121
118	119	120	121	122
119	120	121	122	123
120	121	122	123	124
121	122	123	124	125
122	123	124	125	126
123	124	125	126	127
124	125	126	127	128
125	126	127	128	129
126	127	128	129	130
127	128	129	130	131
128	129	130	131	132
129	130	131	132	133
130	131	132	133	134
131	132	133	134	135
132	133	134	135	136
133	134	135	136	137
134	135	136	137	138
135	136	137	138	139
136	137	138	139	140
137	138	139	140	141
138	139	140	141	142
139	140	141	142	143
140	141	142	143	144
141	142	143	144	145
142	143	144	145	146
143	144	145	146	147
144	145	146	147	148
145	146	147	148	149
146	147	148	149	150
147	148	149	150	151
148	149	150	151	152
149	150	151	152	153
150	151	152	153	154
151	152	153	154	155
152	153	154	155	156
153	154	155	156	157
154	155	156	157	158
155	156	157	158	159
156	157	158	159	160
157	158	159	160	161
158	159	160	161	162
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162	163	164	165	166
163	164	165	166	167
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166	167	168	169	170
167	168	169	170	171
168	169	170	171	172
169	170	171	172	173
170	171	172	173	174
171	172	173	174	175
172	173	174	175	176
173	174	175	176	177
174	175	176	177	178
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186	187	188	189	190
187	188	189	190	191
188	189	190	191	192
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194	195	196	197	198
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198	199	200	201	202
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246	247	248	249	250
247	248	249	250	251
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249	250	251	252	253
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251	252	253	254	255
252	253	254	255	256
253	254	255	256	257
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265	266	267	268	269
266	267	268	269	270
267	268	269	270	271
268	269	270	271	272
269	270	271	272	273
270	271	272	273	274
271	272	273	274	275
272	273	274	275	276
273	274	275	276	277
274	275	276	277	278
275	276	277	278	279
276	277	278	279	280
277	278	279	280	281
278	279	280	281	282
279	280	281	282	283
280	281	282	283	

were between 50 and 59. Three correspondents were 60 years old at the time the survey was conducted.

Places of Birth

The 40 military correspondents included in this study came from 20 states, 2 foreign countries and the District of Columbia. Six reporters were born in Illinois, 4 in New York, and 3 in New Jersey. Two newsmen each were born in 6 other states and Canada. The remaining 12 states and Japan were birthplaces for one reporter each.

In 1960, Underwood found that 11 reporters were born in the state of New York, while 3 were born in Maryland, the second-ranking state at that time.

Table II lists the birthplaces of all correspondents, broken down by regulars, irregulars, and military journal reporters.

Educational Background

As indicated in Table III, 88 per cent (35) of all military correspondents surveyed (40) have at least bachelor's degrees and about one-quarter (11) completed some graduate studies; nine reporters hold master's degrees.

Only three of the 28 regulars did not graduate from college.

This level of education is higher than either Underwood (1960) or Leo Rosten (1936) found in their studies. The data from each are compared below:

were between 20 and 40. These measurements were on lines
and at the time the survey was completed.

Results of Study

The 49 military correspondents included in this
study were from 29 states, 1 foreign country and the
District of Columbia. The majority were from the Midwest
& in New York was 3 in the South. Two states with less
than 10-20 were not included. The majority of them
and there were distinguished and not typical ones.

In 1946, correspondents from 11 states were
from the ranks of New York, while 3 were born in New
York, the remaining were of New York.

Table II lists the distribution of all correspondents
broken down by region, industry, and military service.
regional.

Geographical Distribution

As indicated in Table II, 29 states and 1 foreign
military correspondents were from 10 states and 1 foreign
country's defense and about 10 percent (11) were from
some states which, when compared with military service,
only show of the 29 states the one percent from

colored.

This table of distribution is broken down by
industry (1946) by the Bureau (1946) based on their
statistics. The data from the military service

TABLE II
BIRTH PLACE

Q. In what state were you born? (n=40)

Birth Place ^a	Military Correspondents			
	Total	Regulars	Irregulars	Military Journals
Ariz.	1	1	--	--
Calif.	2	1	1	--
Canada	2	2	--	--
D. C.	1	1	--	--
Ga.	1	1	--	--
Ill.	6	5	1	--
Ind.	2	1	--	1
Iowa	1	1	--	--
Japan	1	1	--	--
Md.	2	2	--	--
Mass.	2	2	--	--
Mich.	1	--	--	1
Minn.	2	1	1	--
N. J.	3	2	--	1
N. Y.	4	2	--	2
N. C.	2	--	2	--
Ohio	1	--	--	1
Ore.	1	--	1	--
Pa.	1	1	--	--
Tenn.	1	1	--	--
Texas	1	1	--	--
Va.	1	1	--	--
Wis.	1	1	--	--
Total	40	28	6	6

^aIncludes 20 states, two foreign countries, and District of Columbia. Top three: Ill. (6); N. Y. (4); and N. J. (3).

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TABLE III

HIGHEST GRADE OF SCHOOLING

Q. What was the highest grade of schooling you completed?
If attended college: What was your major field? If
graduated: What degree(s) do you hold? (n=40)

Correspondents	Highest Grade of Schooling				
	Completed High School Only	Only Some College ^a	At Least Bach- elor's Degree ^b	Some PG ^c Work	Master's Degree ^d
Regulars	1	2	25	1	6
Irregulars	--	--	6	1	2
Military Journals	--	2	4	--	1
Total (n=40)	1	4	35	2	9

^aOne regular was majoring in Journalism and the other in Business Law. One military journal reporter was majoring in History and one in Journalism.

^bThis column includes those with graduate work and/or MA/MS degrees. Majors for the 19 regulars who received only a bachelor's degree: Journalism (8); English (4); Political Science (1); International Relations (1); Liberal Arts (1); Economics (1); Psychology (1); Philosophy (1); and English-History-Political Science (1).

Majors for the four irregulars who received only a bachelor's degree: History (1); English (1); Math and Nuclear Physics (1); and History and Literature of England (1).

Majors for the three military journal correspondents who received only a bachelor's degree: History (1); Journalism (1); and English (1).

^cPostgraduate work was in the field of Journalism, another in Math and Nuclear Physics.

^dThe six regulars with a master's degree majored in: Journalism (5) and Political Science (1). Majors for the two irregulars with MA's were: Journalism (1) and History (1). One military journal reporter received his MA in Journalism.

TABLE III

RECENT DATA ON ALCOHOLISM

1. What was the highest grade of alcoholism reported by respondents?
 2. Is alcoholism reported by respondents as a social problem?
 3. What was the highest grade of alcoholism reported by respondents?

Highest grade of alcoholism				
Respondent's highest grade	Grade of alcoholism reported	Grade of alcoholism reported	Grade of alcoholism reported	Grade of alcoholism reported
1	1	1	1	1
2	2	2	2	2
3	3	3	3	3
4	4	4	4	4
5	5	5	5	5
6	6	6	6	6
7	7	7	7	7
8	8	8	8	8
9	9	9	9	9
10	10	10	10	10

4. The highest grade of alcoholism reported by respondents was 10. The highest grade of alcoholism reported by respondents was 10. The highest grade of alcoholism reported by respondents was 10.

5. This column contains the highest grade of alcoholism reported by respondents. The highest grade of alcoholism reported by respondents was 10. The highest grade of alcoholism reported by respondents was 10. The highest grade of alcoholism reported by respondents was 10.

6. The highest grade of alcoholism reported by respondents was 10. The highest grade of alcoholism reported by respondents was 10. The highest grade of alcoholism reported by respondents was 10.

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<u>Educational Level</u>	<u>(1936) Rosten's Study</u>	<u>(1960) Underwood's Study</u>	<u>(1970) This Study</u>
Non-High School Graduates	7.7%	0.0%	0.0%
High School Graduates	92.3	100.0	100.0
College Graduates	51.1	75.0	87.5
Graduate Work (1 or more years)	11.7	25.0	27.5

Thus, there is a higher degree of education found in the 1970 press corps. Another indication is that Underwood reported 8.3 per cent of his respondents held master's degrees, compared to 22.5 per cent of the 40 newsmen in this study.

Only 16 of the 44 total degrees (bachelor's and master's) were in the field of Journalism.

Table IV shows that English was the second most chosen major field. The other major study fields are cited in the table.

Length of Time in the Field of Journalism

As Table V indicates, military correspondents had been in the field of journalism an average of 19 years; median was 24 years. Reporters ranged from five to 43 years experience in journalism. The mean for regulars was only 18 years; median was 24 years. The 40 newsmen represented a total of 747 years experience.

The 1970 average of 19 years is slightly lower than

Year	1990	1991	1992
1990	1.1	1.1	1.1
1991	1.1	1.1	1.1
1992	1.1	1.1	1.1

There is a slight sign of depression in the 1970 price index. The 1970 price index is 100. The 1970 price index is 100. The 1970 price index is 100.

Only in the 40 years between 1900 and 1940 was the world's population growing so fast. The world's population was 1.6 billion in 1900, 2.5 billion in 1940, and 3.1 billion in 1950. The world's population was 3.1 billion in 1950, 3.7 billion in 1960, 4.3 billion in 1970, 4.9 billion in 1980, 5.5 billion in 1990, 6.1 billion in 2000, 6.7 billion in 2010, 7.3 billion in 2020, 7.9 billion in 2030, 8.5 billion in 2040, 9.1 billion in 2050, 9.7 billion in 2060, 10.3 billion in 2070, 10.9 billion in 2080, 11.5 billion in 2090, and 12.1 billion in 2100.

The 1970 census of the United States is the first to show a significant increase in the number of people living in the United States who are of foreign birth. This increase is the result of a combination of factors, including a large influx of immigrants from Latin America and the Caribbean, and a significant increase in the number of people who were born in the United States to foreign-born parents.

TABLE IV

MAJOR STUDY FIELDS OF COLLEGE GRADUATES

Major Field of Study	Number of Correspondents
<u>B.A. or B.S. Degrees^a</u>	
Journalism	9
English	6
History	2
English-History-Political Science	1
History and Literature of England	1
Political Science	1
International Relations	1
Liberal Arts	1
Economics	1
Philosophy	1
Psychology	1
Math and Nuclear Physics	1
Sub-Total	26
<u>M.A. or M.S. Degrees</u>	
Journalism	7
Political Science	1
History	1
Sub-Total	9
Total ^b	35

^a Does not include correspondents with advanced degrees.

^b Breakdown of degrees received by regulars, irregulars, and military journal reporters is contained in Table III.

57 CLASS

Major Field of Study		Degree or Certification	
1	Education	1	1
2	Business Administration	2	2
3	Political Science	3	3
4	History	4	4
5	Psychology	5	5
6	Philosophy	6	6
7	Religion	7	7
8	Physical Sciences	8	8
9	Biological Sciences	9	9
10	Mathematical Sciences	10	10
11	Engineering	11	11
12	Architecture	12	12
13	Art	13	13
14	Music	14	14
15	Health Sciences	15	15
16	Law	16	16
17	Other	17	17

TABLE V

NUMBER OF YEARS IN JOURNALISM (As of June 1970)

Q. How long have you been in the field of journalism?
(n=40)

	Years in Journalism Field					
	Under 5	5-9	10-19	20-29	30-39	Over 40
Correspondents						
Regulars ^a	--	4	12	9	1	2
Irrregulars	--	1	3	--	1	1
Military Journals	--	--	3	2	1	--
Total ^b (n=40)	--	5	18	11	3	3

^aMean for regulars: 18 years in journalism.

Median: 24.

^bMean for all correspondents: 19. Median for all: 24. One military news correspondent was only in the field of journalism for five years. The one with the most experience (a regular) has had 43 years experience. Total years of journalism experience for all military news correspondents: 747.

the length of time in journalism reported for the 1960 press corps (mean was 20.2 years and median: 20.0). Forty-three per cent (17) of the 40 correspondents had over 20 years experience as a journalist, while only 12.5 per cent (5 newsmen) had under ten years (4 were regulars).

Position Held Before Assignment to Washington

Fourteen of the regulars were general assignment reporters before becoming Washington correspondents. The others held a variety of positions including: bureau chief, Vietnam reporter, copy editor, TV station chief, student, and editor of a government-sponsored publication. One was with Voice of America, while others were in the New York or central bureaus of their current news outlet.

Three of the irregulars were general assignment reporters, one was a Far East correspondent, another a bureau chief in Hong Kong, and the sixth was a city editor.

Two of the military journal reporters were in the service before going into journalism and becoming a Washington correspondent. Two were general assignment reporters. Another was a Sunday editor, and one was the assistant state editor for a large newspaper.

Years as a Washington Correspondent

Military news reporters had been Washington correspondents for an average of nine years (median was 15

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 three per year (17) of the 45 years required for the 1950
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 (1) (more) but only 12 years (12 years).

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years). Mean for regulars was 10 years and median was 15. Total experience as a newsmen in the capital ranged from six months to 29 years (one of the regulars).

Underwood reported the average number of years for correspondents in 1960 was 12.3 (median was 11.5 years).

As Table VI indicates, 45 per cent (18) of the press corps in 1970 were Washington newsmen for less than five years. The figure is about the same (46 per cent) when only regulars are considered. Length of time spent in Washington varied greatly within each media type. For instance, there was 53 years experience between two of the wire service correspondents (one AP and one UPI) while the other two had been in Washington less than two years. A wide range was generally the case for other news media groups.

Years as a Pentagon Correspondent

The 40 newsmen had covered the military beat an average of seven years; median was 12 years. For regulars only the mean is seven years; median 12 years as a Pentagon correspondent.

At the time interviews were conducted (June) one regular had been assigned to the Pentagon for only about one month, while two other regulars had 24 years of experience on the Defense beat.

As Table VII indicates, 14.5 per cent (7) of the military newsmen started to report military affairs after June 1969, while 32.5 per cent (13) had been with the

[illegible][illegible]

TABLE VI

NUMBER OF YEARS A WASHINGTON CORRESPONDENT (June 1970)

Q. How many years have you been a Washington correspondent?
(n=40)

Correspondents	Years a Washington Correspondent			
	Under 5	5-9	10-19	20-29
Regulars ^a	13	4	6	5
Irregulars	2	2	1	1
Military Journals	3	1	2	--
Total ^b (n=40)	18	7	9	6

^aMean for regulars: 10 years a Washington correspondent. Median score: 15.

^bMean for all correspondents: 9 years; median: 15. One reporter (regular) had only been assigned in D. C. for six months and another (also regular) had 29 years experience as Washington reporter.

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Table VI

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Geographical Area	Index			
	1	2-9	10-19	20-29
Europe ^a	11	4	4	4
Asia ^a	1	3	3	1
Africa ^a	1	1	1	—
Total (a+b)	13	7	8	5

^aBased on ...
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TABLE VII

NUMBER OF YEARS A PENTAGON CORRESPONDENT

Q. When did you begin to cover the Pentagon? (n=40)

Correspondents	Years as a Pentagon Correspondent					
	Within Last Year ^a	1965- 1969	1960- 1964	1955- 1959	1950- 1954	1945- 1949
Regulars ^b	5	11	6	2	1	3
Irregulars	--	2	3	--	--	1
Military Journals	2	2	1	--	1	--
Total ^c (n=40)	7	15	10	2	2	4

^aSince June 1969.

^bMean for regulars: 7 years as a military correspondent. Median: 12 years. At time of interviews (June 1970) one regular had only been covering DOD for about a month, while there were two who had 24 years of experience covering military affairs.

^cMean for all reporters: 7 years; median: 12. A total of 13 correspondents have covered the Pentagon beat for at least nine years. These include: 24 years (3); 22 years (1); 21 years (1); 20 years (1); 15 years (1); 13 years (2); 10 years (1); 9 years (3).

TABLE VII

NUMBER OF YEARS A PERSON WAS EMPLOYED

0. When did you begin to work for the company (year)?

Years in a particular occupation					
Occupation	Years		Years		Total (years)
	1940-1944	1945-1949	1950-1954	1955-1959	
Managerial	1	1	1	11	14
Supervisory	1	1	1	1	4
Skilled manual	1	1	1	1	4
Other (years)	1	1	1	1	4

* From 1960.

Notes: The number of years in a particular occupation is based on the respondent's report. It does not necessarily correspond to the number of years the respondent was actually employed in that occupation. For example, a respondent may report 10 years in a particular occupation, but only have been employed in that occupation for 8 years.

Notes: The number of years in a particular occupation is based on the respondent's report. It does not necessarily correspond to the number of years the respondent was actually employed in that occupation. For example, a respondent may report 10 years in a particular occupation, but only have been employed in that occupation for 8 years.

Pentagon press corps since 1961. Six reporters were veterans of 20 or more years at DOD.

Until a few years ago, radio and television coverage of the Pentagon was limited to assigning various correspondents on a part-time basis, as needed, or simply to cover a specific story. One of the television reporters described the situation to the author:

There was a lag before the networks started covering the Defense Department. . . . It was not economically desirable in earlier days. Also, it was just more difficult for TV unless we had something more than the wires and before we couldn't get this at all. There's a willingness for officials to talk under Laird; not so under McNamara.

Today it's easier to get information but still hard to get things on film. We must try to get interviews or stories nobody else has. This takes more effort than at the White House or Congress.

The change /shift to having full-time TV correspondents assigned to Pentagon/ took place because DOD is more of a story today; Vietnam had a lot to do with it. But the main Defense story now is really away from Vietnam.⁴

Daniel Hankin, ASD(PA), talked in March 1970 about the impact of TV:

We have come a long way in this area, but still have a long way to go. The networks only have a front page; no page two. Also there's the problem of compression. Radio and TV news presentation does not permit interpretation. The public gets news so condensed. This leads to distortion.⁵

Television correspondents said the Pentagon is too big to cover when networks have only a minute or two to devote to one story. One reporter recalled that the longest spot he had in a long time was four-and-a-half

Twelve years ago (1901) his apartment was

located at 15 on West Street in 1901.

Until the year 1901, his apartment was

located at 15 on West Street in 1901.

consequently, it is not clear, at least, on page

to show a specific reply. One of the reasons

described the situation in the house.

There was a big house and several rooms
located in the building. It was not
necessarily located in a single room. It was
just one of the many rooms in the building. It was
not clear whether it was a single room or a
large one. It was not clear whether it was a
single room or a large one. It was not clear
whether it was a single room or a large one.

There is a house in the building and will not
be going to live. It was not clear whether
it was a single room or a large one. It was
not clear whether it was a single room or a
large one. It was not clear whether it was a
single room or a large one.

The house is in the building and will not
be going to live. It was not clear whether
it was a single room or a large one. It was
not clear whether it was a single room or a
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large one. It was not clear whether it was a
single room or a large one.

minutes on the My Lai incident.

Reporters admitted it is sad if anybody relies entirely on what the networks put out to understand, to appreciate, or to get background on international developments. Some suggested that the answer to this problem is programming such as "60-Minutes" or "First Tuesday."

Another said it would help if local TV stations listened to Washington news and filled in the gaps that cannot be covered on national air because of time limitations, instead of simply passing along what comes out of the capital in synthesized form.

Hankin added to this point:

Local media around the country do not query us in OASD(PA) as much as they should. That's why we're here. Yet they are not accustomed to dealing with us directly.⁶

One of the radio correspondents said that money reasons prevented his outlet from assigning a reporter on a regular basis to the Pentagon. He began to cover Defense in January 1969--the first to do so for his employer.

While they now cover the Pentagon regularly, radio newsmen are still spread thin and are responsible for several beats:

My beat, per se, is "diplomatic correspondent." My base of operations is the State Department, but military stories so often intertwine that I spend several hours each day at the Pentagon. Similarly, when there is a policy story out of the White House, I'll double-team with our correspondent there. I spend time on the Hill when Laird or Rogers testify, again doubling with one of our regulars on that beat. . . . The arrangement at DOD is different because we have no full-time

...and the ...

Journal of Management Education 31(10):1174-1187

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whether with it would be a good idea to have a...

the capital is Washington D.C.

1. The first step is to identify the problem. This involves understanding the nature of the problem, its scope, and its impact on the organization. It is important to gather information from various sources, including employees, customers, and industry experts, to get a comprehensive view of the problem.

Journal of Interpersonal Violence 28(12)

Downloaded from <http://ajphaphysocpharm.sagepub.com/> at 10:06 10 May 2015

[illegible]

and a 30-second wait time after each slide before the next slide is presented.

[illegible]

correspondent there. And so, of necessity, I will also cover domestic military stories from time to time, over and above foreign policy related stories.⁷

Length of Time with News Outlet

Military correspondents said they had worked for their present outlet an average of eight years (median of 11). The actual length of time ran from eight months to 21 years with the same media outlet. Mean for the regulars was seven years and the median was 11.

In 1960, the average time with the present outlet was about the same, 8.6 years, but the median was lower (5.5 years).

About 43 per cent of the 1970 press corps was with their current news outlet less than five years in June, while the same percentage (17 newsmen) had a tenure of 10 or more years. Table VIII illustrates the data.

Reporting on the Military Beat

General Routine

Regulars begin to arrive at the Pentagon between 9:00 and 9:30 a.m. to start their daily routine. By then, some have already stopped by their offices in the downtown bureaus. Others check in with their bureaus by telephone upon arrival. Each regular has a desk, phone, and file cabinet in the press room (electronic media representatives have a separate sound-proof room adjacent to the press room). See Appendix B for diagrams of both rooms.

over domestic military spending from 1960 to 1980. The
and have been widely cited.

we have your and the mother and I.

Yours with the same warm desire. Love for the recipient

ii). The actual length of the line eight inches is 11

their presence either in average or eight inches (width of

Military correspondence and they had worked on

was about the same, 4-5 years, but the median was lower
in 1960, the average time with the disease being

of more value. While VVII discussed the fact
while the work proceeded in summer and a number of it
their current work which had been done in summer.
About 18 per cent of the VVII found value was with

There is a separate south-point cone adjacent to the green
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 upon which - the region was a cone - green, and this
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 and was this also to that cone with cone. It is
 3-point cone to cone in the green cone

TABLE VIII

NUMBER OF YEARS WITH PRESENT NEWS OUTLET

Q. How long have you been with your present outlet? (n=40)

Correspondents	Years with News Outlet			
	Under 5	5-9	10-19	20-29
Regulars ^a	14	2	11	1
Irregulars	--	3	3	--
Military Journals	3	1	2	--
Total ^b (n=40)	17	6	16	1

^aMean for regulars: 7 years with present outlet.
Median: 11.

^bMean all reporters: 8 years; median: 11. One correspondent had only been with his news outlet for eight months in June 1970; a regular had been with the same outlet for 21 years.

TABLE VIII

NUMBER OF CASES WITH TUBERCULOUS SPINE

Q. How long had you been with your present spinal injury?

TUBERCULOUS SPINE

Duration	1-5	6-10	11-15	16-20
Recurrent ^a	14	5	14	1
Progressive	—	1	3	—
Missed diagnosis	1	1	0	—
Total (24-25)	15	6	17	1

^aMean for recurrent & progressive tuberculous spine: 11.

^bMean for recurrent & progressive tuberculous spine: 11. The mean response time for recurrent tuberculous spine was 11.5 months, and for progressive tuberculous spine was 11.5 months. The mean response time for recurrent tuberculous spine was 11.5 months, and for progressive tuberculous spine was 11.5 months.

Directly across the hall from the press room are spaces occupied by Defense public affairs officers (PAOs)--both military and civilian--under the Directorate for Defense Information (DDI).

By the time most newsmen have arrived, PAOs already have brought themselves up-to-date on national and international events that have taken place during the evening that may influence the Defense Department. They then complete preparations for the morning news briefing at 11:00 a.m.

Some regulars try to arrange one interview in the building before the brief. Others spend the morning completing a story; gathering information for several articles; arranging interviews; placing queries through DDI; reading congressional testimony or other related documents; and scanning the Vietnam summary of actions during the previous day.

Some stay at their downtown office relying on telephone contacts to gather material. Others go to different departments in Washington to talk with one of their contacts, while some simply make the rounds of Pentagon offices to chat informally with either PAOs or their own personal contacts. They seek no special piece of information, but possibly pick up tips that may be explored later if nothing else breaks.

Most of the regulars attend the daily briefing conducted by Jerry Freidheim, Deputy ASD(PA) that is held

discovery shows the fact that the same case was
 again coupled to the same police officer (Lynch)
 both during the investigation and the subsequent trial.
 (Lynch, 1901).

By the time that the case was solved, the same
 man brought himself up-to-date on the subject and later
 received credit for the same case during the same
 year as the case was solved. The same man
 also received credit for the same case during the same
 year as the case was solved.

Some evidence can be seen in the case of the
 police officer who was the first to solve the case.
 This officer was a very good detective and was
 very successful in solving the case. The same officer
 was also successful in solving the case during the same
 year as the case was solved.

Some of the cases which were solved by the same
 officer are as follows: (Lynch, 1901). The same officer
 was also successful in solving the case during the same
 year as the case was solved.

Some of the cases which were solved by the same
 officer are as follows: (Lynch, 1901). The same officer
 was also successful in solving the case during the same
 year as the case was solved.

down the hall from the press room in DOD's audio-visual studio. This session may last from a few minutes to an hour depending on what stories are breaking that day. Thirty minutes is typical.

Regulars may return to their desks, check any messages left for them, then phone their bureau to advise what the story possibilities are for the day, and in some cases receive guidance on which to pursue. If the briefing produces a hard news peg, many immediately prepare their copy and phone the story in.

If things are relatively quiet, reporters take leave of the press room to have lunch with other newsmen or possibly proceed to a luncheon engagement with a Defense official. Regulars are confident they will not miss any announcements through lunch time because of the agreed-upon news embargo on routine information.

The tempo of operations usually begins to pick up by mid-afternoon, which generally is the busiest time of the day for both officials and newsmen.

Deadlines dictate a reporter's pace depending on his media outlet. Newspaper reporters and chain correspondents may work against early deadlines for p.m. dailies, while others keep an open mind for possible story leads through the afternoon; only to lock in on their news report by 4:00 or 5:00 p.m. Several regulars face deadlines throughout the day. For instance, electronic media representatives may do

Down the hill from the house was a small stream which ran
through the woods. The water was very clear and the banks were
very green. It was a beautiful sight.

Very truly yours,
John Doe

copy and paste the story at
 produce a bold new pay, and immediately prepare their
 two-way systems on which to follow. If the railway
 the every possibility for the day, and in some cases
 again left for them. They hope that some in some cases
 together my father to their death, and my mother

It enlarges the relatively small, separate areas of the forest into large, continuous tracts of land. The forest is now a single, continuous mass, and the small, separate areas are no longer visible. The forest is now a single, continuous mass, and the small, separate areas are no longer visible.

The above information was obtained from the files of the Department of the Interior, Bureau of Land Management, and is being furnished to you for your information.

1. The first of these is the fact that the Commission has not yet received any information from the Government of the United States regarding the activities of the American Friends Service Committee in the Philippines.

radio or television spots several times a day. Of course, wire service reporters face the continuous deadline to get their copy on the wire before their competitor.

An entirely different problem in gathering military information confronts newsmen not dealing with hard, fast-breaking news. News magazine correspondents with a deadline only once a week spend their time delving into the key issues, attempting to provide a different slant and interpretation to major stories of the week.

Reporters with military journals and special interest publications operate in much the same manner, but concentrate on a limited sphere of interest with their own select audience in mind.

Most newsmen make it a habit to be around the newsroom at 4:00 p.m., when the daily Defense contract releases are made. While not all news channels give time and space to routine contract awards, quite a number do. However, newsmen realize there is always the chance that a major award will be announced that merits top priority.

It is not unusual to find regulars still busy at their desks past 6:00 p.m. Many newsmen who already have filed their story for the day remain because they said officials have a habit of wiping their desks clear at day's end. This frequently results in late afternoon news releases.

Others return to their bureaus to write the main

story of the day, working against 7:00 or 8:00 p.m. deadlines.

OASD(PA) maintains an overnight duty public affairs watch. This officer is available throughout the evening to respond to media queries or if a story breaks in a remote region overseas, he is one of the first to know. In conjunction with ASD(PA) Henkin and other Defense officials, a special "call-out" (notifying military correspondents at home or through their bureaus) may be completed at any hour of the night, if officials think the situation warrants.

Thus, while requirements, interests, and deadlines vary with the diversified corps of regulars, they all have one thing in common--they keep busy even under normal conditions and, for most, a hectic pace during a "flap" (fast breaking crisis situation).

"Leisure" time between gathering material for specific stories is spent studying--manuals or official documents; conducting interviews with knowledgeable military specialists in areas they feel weak on; or simply talking with their informal contacts--swapping opinions and pieces of information.

Frequency of Pentagon Visits

Table IX shows that during a normal week, 22 regulars (79 per cent) are at the Pentagon daily, five said it varied between two and four times a week, and one reporter visits DOD only once a week under normal conditions.

TABLE IX

FREQUENCY OF PENTAGON VISITS

Q. How frequently do you actually come to the Pentagon during a normal week for the purpose of gathering news? (n=40)

Correspondents	Number of Times Go to Pentagon			
	Daily	2-4 Times Per Week	Once a Week	Less Frequently
Regulars				
Daily Newspapers	9	1	--	--
Wire Services	4	--	--	--
Newspaper Chains ^a	2	1	--	--
News Magazines	1	1	1	--
Radio ^b	2	1	--	--
TV	3	--	--	--
Spec. Int. Pubs.	1	1	--	--
Sub-Total	22	5	1	--
Irregulars ^c	1	--	1	4
Military Journals ^d	3	2	--	1
Total (n=40)	26	7	2	5

^aOne reporter said 3-4 times.

^bOne radio correspondent said 3-4 times.

^cThe reporter that is at the Pentagon daily has a desk in the press room which serves as his base of operations for gathering news on other beats as well as military.

^dThree reporters have desks in the press room. They are at the Pentagon daily.

TABLE II

PERCENTAGE OF POPULATION WITH

Access to the radio in the various countries of the world, 1940-1945. (Data from the United Nations, *World Survey of Population*, 1945.)

Access to the radio in the various countries of the world, 1940-1945			
Country	1940	1945	1945-1940
Algeria	1	1	0
Argentina	1	1	0
Australia	1	1	0
Austria	1	1	0
Belgium	1	1	0
Canada	1	1	0
France	1	1	0
Germany	1	1	0
Greece	1	1	0
India	1	1	0
Italy	1	1	0
Japan	1	1	0
Latin America	1	1	0
Malaya	1	1	0
Netherlands	1	1	0
Poland	1	1	0
Portugal	1	1	0
Romania	1	1	0
Slovakia	1	1	0
Spain	1	1	0
Sweden	1	1	0
Switzerland	1	1	0
Turkey	1	1	0
U.S.S.R.	1	1	0
U.S.A.	1	1	0
U.K.	1	1	0
Yugoslavia	1	1	0
Total (approx.)	1	1	0

^a The figures are for 1940.

^b The figures are for 1945.

^c The figures are for 1940. The figures for 1945 are based on the figures for 1940, with the addition of the figures for 1945.

^d The figures are for 1940. The figures for 1945 are based on the figures for 1940, with the addition of the figures for 1945.

Four of the six irregulars said they frequent the Pentagon for the purpose of gathering news less than once a week.

Three of the military journal correspondents have desks in the press room and usually are there daily. Others generally work out of downtown offices.

Other Government Agencies Covered

Twenty-two (79 per cent) of the regulars report exclusively on military affairs. When irregulars and military journal reporters are also considered, 70 per cent (28 of 40 newsmen) cover only Defense matters.

This compares to only 16 correspondents (excluding military journals) in 1960 that concentrated exclusively on military reporting.

As indicated in Table X, eight others said in order to cover Defense and National Security matters, they may have to go to other agencies. Congress (6) and State Department (6) were most frequently cited. The White House was named three times; NASA and Selective Service twice; the AEC (Atomic Energy Commission) and NSC (National Security Council) were named by one reporter each. Another regular who reports only on Defense said he goes all over town to different agencies and one simply covers anything related to the military.

The six irregulars participating in the study do report on other government beats in Washington. Two said

Part of the six independent units that composed the
 program for the purpose of conducting work was sent to

work.

State of the military journal correspondence was

based on the program and weekly and daily work.

Other military work was of various kinds.

Other government journals were

Twenty-two (17 per cent) of the military units

emphasized in military affairs. Some attention was also

paid to general subjects and also to the work of the

the of the military work only during military

This subject is only of importance in military

military journals in 1900 that community newspapers do

military journals.

as indicated in Table X, which shows that in 1900

to cover between the National Bureau of Statistics and the

has to be to cover military, Government (1) and other

Department (2) was sent frequently to the State House

was sent to the State House and Legislative bodies.

the 100 (100 per cent) of the military and the National

Government (1) was sent by one report only. Another

which was reported only in National House in 1900 100 per

that in different quarters and one study covers military

collected by the military.

The six independent journals in the study are

report on other government work in Washington. The six

TABLE X

OTHER AGENCIES COVERED

Q. Do you cover any other agencies in addition to the Department of Defense? (n=40)

Correspondents	Cover Other Government Agencies?		
	Yes	No	Only as related to Defense Department or National Security (Included in "no" responses)
Regulars			
Daily Newspapers	1 ^a	9	5
Wire Services	--	4	1
Newspaper Chains	--	3	1
News Magazines	1 ^b	2	1
Radio	3 ^c	--	--
TV	--	3	--
Spec. Int. Pubs.	1 ^d	1	--
Sub-Total	6	22	8
Irregulars	6	--	--
Military Journals	--	6	4
Total (n=40)	12	28	12

^aOnly Apollo manned space program; nearly all time devoted to DOD.

^bAlso covers NASA, AEC, Selective Service; 90 per cent of time devoted to DOD.

^cOne also covers White House, State, Congress; one also covers Congress, NASA, Justice, and HEW; 90 per cent of time devoted to DOD; and one covers White House, State, and Congress; 25-50 per cent spent on Defense news.

^dAlso covers Congress and NASA; over 75 per cent devoted to DOD.

TABLE 2

OTHER PUBLICATION SYSTEMS

Of the four other systems shown in addition to the Department of Defense (DOD) system:

Other Publication Systems

Only in addition to
DOD system
(shown in "DOD")
(continued)

Publication System	Yes	No	Total (in %)
Library Journals	100	0	100
Technical Journals	100	0	100
Medical Journals	100	0	100
Engineering Journals	100	0	100
Business Journals	100	0	100
Legal Journals	100	0	100
Other Journals	100	0	100
Books	100	0	100
Periodicals	100	0	100
Reference Works	100	0	100
Other Publications	100	0	100
Total (in %)	100	0	100

¹Only those systems shown in addition to the DOD system.

²Also covers DOD, but includes DOD in the total of the DOD system.

³Also covers DOD, but includes DOD in the total of the DOD system.

⁴Also covers DOD, but includes DOD in the total of the DOD system.

they cover White House, State, and Congress. Another reports on those three beats, plus Interior and Agriculture. One irregular covers the Justice Department, in addition to White House, Congress, and State. A fifth reports primarily on State, while the other concentrates on Congress.

Four of the military journal reporters said they may go to other beats while gathering or reporting Defense news. Three named Congress and one said he may visit the White House, Congress, and the Courts during the course of gathering material for Defense stories.

Time Devoted to DOD Reporting

A more accurate gauge of the degree of specialization in reporting at the Pentagon is illustrated in Table XI. Although six regulars said they also cover other beats in addition to reporting military affairs, only two of them (radio correspondents) devote less than 75 per cent of their working time to Defense Department matters. Beats covered by these regulars are also listed in the table.

Thus, 92.8 per cent (26 of 28 newsmen) of the regulars devote all or nearly all their time on reporting news about the Pentagon. Including the irregulars and military journal correspondents, this means 32 of the 40 reporters (80 per cent) specialize in military reporting.

TABLE XI

PERCENTAGE OF TIME DEVOTED TO DEFENSE DEPARTMENT

Q. In a usual week, what percentage of your working time is actually devoted to reporting Defense news? (n=40)^a

	Time Devoted to Military Affairs				
	Less Than 25%	25%-50%	About Half	50%-75%	More Than 75% or All
Correspondents					
Regulars	---	1	1	---	26
Irregulars ^b	3	2	1	1	---
Military Journals	---	---	---	---	6
Total (n=40)	3	3	1	1	32

^aOnly those reporters who initially indicated they cover other beats were asked this question. Those that first said none were included in "75% or All" column.

^bOne irregular said "25% and up depending on the week." This response was included in "25-50%" column.

[illegible]

1. Only those persons who have been notified by the
proper authorities and who have been issued a
pass are permitted to enter the area.
2. All persons entering the area must be
checked by the security forces.
3. No weapons or dangerous items are
permitted to be brought into the area.

Beats Useful to Military Correspondents

Twenty regulars were asked, "Excluding the Pentagon, give two government agencies that you find useful when reporting military news." Most frequently named were Congress (10), State Department (8), and White House (7).

No other beat was cited more than twice. Correspondents also named: CIA (Central Intelligence Agency), Maritime Administration, Selective Service (2), embassies, NSC (National Security Council), and one newsman said all were very important--"every agency in D. C. is involved in National Security."

Interpretive Reporting

Table XII indicates that about half (12 of the 23 asked) the regulars said 50 per cent or more of their news reports were based on interpretive reporting. More reporters (8) answered "less than 25 per cent" than those who originated "more than 75 per cent" interpretive stories (5).

Daily newspaper and wire service correspondents stick more to straight news reporting, while newspaper chain and TV newsmen tend toward greater interpretation. Only one of the news magazine writers said that over 75 per cent of the stories he had written during the past year resulted from interpretive reporting.

One of the television correspondents said:

TABLE XII

PERCENTAGE OF INTERPRETIVE STORIES

Q. During the past year, about what percentage of your military stories would you consider as the result of interpretive reporting? (n=23)

	Stories from Interpretive Reporting				
	Less Than 25%	25%- 50%	About Half	50%- 75%	More Than 75%
Correspondents					
Regulars					
Daily Newspapers	5	1	--	2	1
Wire Services	1	1	1	--	--
Newspaper Chains	1	--	--	--	2
News Magazines	--	1	1	--	1
Radio	1	--	--	--	--
TV	--	--	--	2	1
Spec. Int. Pubs.	--	--	--	1	--
Total (n=23)	6	3	2	5	5

TABLE III

RECAPITULATION OF INVESTIGATIVE RESULTS

4. During the past year, about 2000 cases of malaria were reported in the United States. The following table shows the results of the investigation of these cases.

Cases of Malaria					Total
Year	1917	1918	1919	1920	
Alabama	1	1	1	1	4
Arizona	1	1	1	1	4
California	1	1	1	1	4
Florida	1	1	1	1	4
Georgia	1	1	1	1	4
Illinois	1	1	1	1	4
Indiana	1	1	1	1	4
Iowa	1	1	1	1	4
Kansas	1	1	1	1	4
Michigan	1	1	1	1	4
Minnesota	1	1	1	1	4
Mississippi	1	1	1	1	4
Missouri	1	1	1	1	4
Montana	1	1	1	1	4
Nebraska	1	1	1	1	4
Nevada	1	1	1	1	4
New Hampshire	1	1	1	1	4
New Jersey	1	1	1	1	4
New Mexico	1	1	1	1	4
New York	1	1	1	1	4
North Carolina	1	1	1	1	4
North Dakota	1	1	1	1	4
Ohio	1	1	1	1	4
Oklahoma	1	1	1	1	4
Oregon	1	1	1	1	4
Pennsylvania	1	1	1	1	4
Rhode Island	1	1	1	1	4
South Carolina	1	1	1	1	4
South Dakota	1	1	1	1	4
Tennessee	1	1	1	1	4
Texas	1	1	1	1	4
Vermont	1	1	1	1	4
Virginia	1	1	1	1	4
Washington	1	1	1	1	4
West Virginia	1	1	1	1	4
Wisconsin	1	1	1	1	4
Wyoming	1	1	1	1	4
Total	40	40	40	40	160

It's hard to say. Almost every story has some interpretation. Also we only have a minute or minute-and-a-half to tell a story and explain it. Normally we get in the position of getting two or three items from the /11:00 a.m./ brief. We talk to our producer and decide which /story/ to play. /Network news/ has a news bank that we might draw from for stock footage, but a peg is still needed. I don't have any say in positioning on the air. The flow of news dictates positioning. More /air/ time would be better. But if I can get one point across, my job is done.^B

License to be Objective

Regulars were asked if they thought most military correspondents have license to be completely objective in the selection and reporting of military news, or if they felt editorial policies of their news outlets dictated differently.

This open-ended question was phrased in such a way so that the immediate reaction would not be defensive (it is doubtful that any newsmen would freely admit he personally is not objective). Of the 20 regulars asked, only four answered the inquiry as worded--concerning "other newsmen." Six spoke only to how it applied to themselves and 10 addressed both "other reporters" and their "own freedom" to be objective. Those that responded only to their personal license answered, "I don't know about the others, but I . . ."

As Table XIII indicates, none said editorial policy forces them to select certain stories. Nor does it dictate how they will play a story.

Most reporters said newsmen are fairly free to use

It's hard to say. Almost every day, I am
 disappointed. When we talk about a thing, we always
 try to say a thing and again it is usually
 we get in the position of saying two or three things
 from the little thing. It will be a mistake
 and decide what to say. (Sometimes I say a
 word and then we might say the word "because",
 but I am still wrong. I don't say any more
 anything on the way. The time of day is
 passing. Now I am in the middle of the day. But I
 am not the same person as I was 10 years ago.

Changes in the situation

There is a great deal of change in the situation
 and the situation is changing very rapidly. The
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TABLE XIII

OBJECTIVITY IN SELECTION AND REPORTING

Q. Do you believe that most military correspondents have license to be completely objective in the selection and reporting of military news or do editorial policies of their news outlets dictate differently? (n=20)

Correspondents	Others Have License to be Objective?			I Have License to be Objective?		
	Most Have License	Some Do, Some Don't	Most Don't Have License	I Have License	I Have On Some Stories	I Don't Have License
Regulars ^a						
Daily Newspapers	2	4	--	4	1	--
Wire Services	2	1	--	1	2	--
Newspaper Chains	1	2	--	2	1	--
News Magazines	2	--	--	--	2	--
Radio-TV	--	--	--	2	1	--
Total (n=20)	7	7	--	9	7	--

^a Four newsmen answered with respect only to other reporters; six answered with respect to themselves; and 10 answered both for others and themselves.

their own discretion in selecting stories to be covered. However, they added that a news peg obviously is required. Regulars said reporters try to prepare news reports objectively, but many said editorial policy is more evident when positioning a story (either on certain pages in a newspaper or the attention it receives during broadcast).

Some said certain correspondents do play their outlet policy, but they are very few. Overall, none said they are directed to select news items because of outlet policy.

Wire service correspondents indicated they are more "tethered to the news." But beyond this inherent part of their job, they said they do have freedom to work up a story that interests them.

News magazine correspondents said they are not limited to the selection of certain stories because of editorial policy, but by the nature of the media:

Most newsmen, including the wires, pretty well do determine what is to be covered with the possible exception of news magazines. I have a slight influence but not often. With news magazines you have the New York office--the centralized office--which originates stories.⁹

Another said, "We are peculiar in that we don't compete for hard news. We must give the reader interpretation; put things in perspective and give a dimension beyond the news break."¹⁰ The other news magazine reporter added:

I don't think there is too much constraint. My magazine looks for certain types of stories--not daily hard news, but more interpretive. I feel most newsmen

their own classification is extremely accurate to be correct. However, they often have a more general impression is required. Negative with negative say in general with negative. Subjectively, but they said subjectively policy is more subjectively. When positioning a story, looked on certain pages in a newspaper on the attention is received during presentation. Some said certain correspondence to this point. Other policy, but they are very low. Overall, some said they are directed to select some from because of interest policy.

With various correspondence indicated they are very "subjective to the news." But beyond this indicated part of state law, they said they do have freedom to work up a story that indicates them. Two negative correspondence said they are not limited to the selection of certain stories because of editorial policy, but by the nature of the media. Some suggest, including the other, policy will be directed what is to be covered with the positive story. Some of new suggestions. I have a slight influence for not other. With new suggestions for how the new office--the newspaper office--which activities avoided.

Another said, "All two policies in the two years compare for two years. We want give the same treatment. They not change in perspective and give a discussion beyond the new policy." The other new negative perspective said. I don't think there is too much consistency. We negative looked for certain types of stories--not really hard news, but more interpretive. I don't want news.

have freedom. Yet if a correspondent for [name of magazine] has a story completely different than the N. Y. Times or Washington Post, the magazine will want the story double-checked.¹¹

Television network correspondents are in another category:

Networks don't have an editorial policy, but a local station may. I am never directed to handle a story a certain way or told to get certain stories. They sometimes ask me to do a specific story for . . . [the evening news show]. I try to get a hard news angle nobody else has. There is a certain amount of interpretation in all my stories; like, what does Laird really mean?¹²

Two comments made by veteran regulars reflect the responses of many of their colleagues: "Most newsmen have the freedom to cover the Pentagon as they see fit, but there is pressure to be critical."¹³ The other reporter said:

I'm almost sure that reporters subconsciously write stories they think will land on the front page. Thus he may select stories backing editorial positions. It's more a play than story selection.¹⁴

In 1960, Underwood reported that 62.2 per cent (23 reporters) of the 36 newsmen in his study said editorial policies of their outlets had no affect whatsoever and it did not reduce their objectivity in reporting military news.

The regulars' responses in 1970 substantiated a 1962 study by William Rivers which updated Leo Rosten's 1937 book, Washington Correspondents. Rivers noted that of all the changes in the Washington press corps during the 25 years preceding his research, none was more significant

have thought. But it is a correspondence for years of
 history, and a story completely different than the
 one of the past. The present will tell
 the story differently.

Television network correspondents are in number

television

However, I have an editorial policy, but a
 local reporter said, I am never allowed to publish a
 story a certain way or told to get certain stories.
 They sometimes ask me to do a special story for
 the evening news. I say to get a good story
 and nobody else. There is a certain amount of
 information in all my stories, and when I am told
 to get a story.

Two comments made by various reporters reflect the

response of some of their colleagues. "I am never allowed

the freedom to cover the situation as they see fit. I am

there in person to be critical." The other reported

that

I am never told that reporters are responsible for
 stories they tell and on the other hand, I am
 as they say, never told that they are responsible.
 It's a big story, and it's a big story.

In 1961, Johnson reported that he had seen 12

reporters of the 10 members in his study and that

policy of their office had no effect whatsoever and it

had not shown their objectivity in reporting anything

new.

The following response is a 1961 report from a

1961 study by William J. Wilson which showed that

1967 study, "The Journal of the American Medical Association"

all the studies in the American Medical Association

have been his research, and the other studies.

than a new sense of freedom from prejudices of the home office.¹⁵

No Comment vs. Confirmation

Government officials--not only in DOD--have been criticized for responding to reporters' questions simply by saying "no comment" without further amplification.

Both Arthur Sylvester and Phil Goulding have implied that an answer of "no comment" has the same meaning to newsmen as a confirmation of the information being checked.¹⁶

In this context, reporters were asked if they thought a "no comment" response generally is accepted by military news correspondents as a confirmation. As Table XIV indicates, about half (12) of the 23 newsmen asked said "no." Only four correspondents agreed this is the case.

A reporter from a daily newspaper said, "There's a strong tendency to think that way. But I wouldn't run out and print it. Friedheim gets around saying 'no comment' by using 'have nothing to tell you on that at this time.'"¹⁷ Others agreed that Jerry Friedheim, Deputy ASD(PA), rarely uses the phrase during his daily news briefings, but answers the question without really saying anything.

One of the radio correspondents suggested it all depends on the spokesman:

State Department spokesman Robert McCloskey has three different ways of saying "no comment," each of which carries a different meaning to the reporter in on the code.¹⁸

from a new source of evidence from investigation of the 1900

1911-12

to General Sir G. G. G. G.

Government officials—only in 1900—1901 was

criticism for regarding the evidence, possibly being to

bring "no comment" about further application.

Both from Glynne and Will Glynne have been

that in answer of "no comment" the Glynne family to

members as a collection of the interesting story, however,

In this country, reports were made at that

through a "no comment" response, possibly in 1900, by

all the other members of the family, in

1911-12, however, about half (11) of the 12 members

about this "no" reply from correspondence about this is

the case.

A report from a daily newspaper said: "There's a

strong tendency to think that way. But I wouldn't say so

and print it. I wouldn't give notice saying 'no comment' to

about 'how much' is left you on this in this case."

Others agreed that they wouldn't. They wouldn't say

was the house during his life, was William, but

others the question without really saying anything.

One of the other correspondents suggested it all

depends on the question.

There is a report from a daily newspaper that

since 1911-12 was at night, the morning, 1911-12, and

which carries a different meaning to the question in the

the case.

TABLE XIV

NO COMMENT VS. CONFIRMATION

Q. Both Arthur Sylvester and Phil Goulding have implied that an answer of "no comment" has the same meaning to newsmen as a confirmation of the information being checked. Do you agree or disagree that "no comment" generally is accepted by military correspondents as a confirmation? (n=23)

Correspondents	No Comment Same as Confirmation?		
	Agree	Disagree	Agree-Disagree/ Depends on Situation/ To Some It Is
Regulars	2	5	5
Irregulars	1 ^a	4	1
Military Journals	1	3	1
Total (n=23)	4	12	7

^aOne reporter agreed, but added that it depends on the circumstances and facts of the case.

A correspondent who does not consider it as a confirmation also gave an example of how a "no comment" can be misleading to the media and the public:

I do feel that it's worth continuous digging when you get a "no comment." I certainly don't assume that it's a confirmation. There was a good example recently when /reporter's name--not a military correspondent/ wrote a very exciting story about this amphibious operation with two divisions that was supposedly recommended by Admiral Moorer /then Navy's Chief of Naval Operations (CNO), now Chairman of the JCS/. As I understand it, the Defense Department said "no comment" /this reporter later told author the no comment was based on "we can't comment on JCS recommendations"/.

But if you had called the Navy Department you would have gotten a flat denial. So in that case I think this may have resulted in the Washington Star putting it on page one on Sunday morning--giving it a big ride. Whereas, if they had questioned the Navy on it they might not have done it. I understand the L. A. Times and N. Y. Times did ask the Navy and they did not use the story.¹⁹

Military Correspondents Discuss Other Reporters

Specialist vs. Generalist

The generalist reporter in Washington is becoming a thing of the past. Major media outlets cope with the problem of government complexity by assigning correspondents more or less permanently to one beat. These men become specialists in their field. Smaller bureaus faced with manpower and financial inadequacies satisfy their immediate needs with roving generalist correspondents.

Some critics of the mass media suggest the main handicap of the specialist reporter in Washington is he

knows more and more about less and less. In this context, regulars were asked, "How would you compare the specialist to the generalist correspondent in Washington today?" (n=24)

Most said government can be adequately reported only by a specialist. Specifically, they considered the specialist even more essential when covering the Pentagon. Regulars suggested only specialists can immediately assess a Defense situation and put it in perspective for the public. They said the generalist often misses the meaning of key issues and is in over his head on most complicated military decisions or actions; generalists simply cannot keep up with military affairs. As a result regulars suggest DOD is inadequately reported to the generalist's audience:

Pentagon regulars generally know more about a lot in the broad framework of foreign policy, congressional relations, etc. They are more accurate than the generalist who flits around only writing broad stories which in itself causes a credibility gap of its own.²⁰

A veteran correspondent with well over a decade of military reporting behind him said:

Generalists miss the meaning. Like Marquis Childs, who writes a column on Defense. I don't think he has the faintest understanding of underlying issues. Joseph Kraft is another; no clue of what's going on--across the board they are off base.²¹

Another observed, "Really pure-all stuff is written by generalists." And one of the television correspondents said:

from about 1950 to 1955. In 1955
 economic, political, and social conditions were
 specialists to the political organizations in Washington
 today. (p. 10)

How this government and its members reported
 only by a specialist. Specifically, they described the
 specialists even more important than the specialists
 Hagelst suggested with specialists and specialists
 a balance between the two. It is important to the
 public. They said the specialists often missed the meaning
 of the laws and is in fact the only specialists
 military decisions or military specialists were doing
 been up with military affairs. It is important
 suggest that the specialists reported to the government's
 specialists

Washington specialists reported to the government's
 in the House of Representatives of the House of Representatives
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 specialists who they were not specialists and the
 which in fact is a specialist of the House of Representatives

A person responsible with the House of Representatives

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Have to have specialists. It's a fact of life today in D. C. A reporter just can't cover all agencies. It's all I can do to cover Defense if I have a few things going at once. It would be a full-time job for three or four men to cover DOD for one outlet. I'd have two men for each network if I could. The two or three man bureaus /in Washington/ are unfortunate-- they have to be generalists.²²

While just about all regulars said the Pentagon, more than most other beats in town, can be sufficiently covered only by specialists, a few described weaknesses of such a correspondent. A newspaperman said, "Specialists are needed, but here in DOD some fall into the pit of knowing so much and expect the public to understand."²³

One of the news magazine writers agreed, but did not consider this a major drawback:

There are no dangers in the specialist, except that he may try to tell too much in detail. But his editor controls this. Today the specialist is a necessity, while the generalist is in over his head.²⁴

Specialization also has led to some collective reporting. If a specialist at the State Department lacks background needed for a story, he calls his counterpart at the Pentagon for additional information. Or the two may discuss a story and exchange ideas. A few said this may produce a better story because editors are not getting only one reporter's viewpoint; he gets several.

Others suggested the generalist has certain qualities that sometimes are overlooked. One said the generalist can, on occasion, present a fresh outlook on sensitive situations; Seymour Hersh's coverage of the

My Lai incident was cited by a few as an example. Two regulars said there is a danger that the specialist may lose his natural skepticism after a while or accept a subordinate role.

A relatively new correspondent in the press corps offered this observation:

It's a problem in DOD where you have reporters who have been here for years. It takes one or two years to just learn to get around the Pentagon. Yet after four or five years they lose their effectiveness--they aren't skeptical enough. This is stronger in the Pentagon because DOD is a harder nut to crack. After a while, reporters don't know who is right and who is wrong.²⁵

But the regulars are not blind to possible pitfalls of being a specialist in Washington. From discussions between the newsmen and the author it is obvious they are aware of the dangers inherent to their own brand of "over-kill," including specializing news reports out of reach of the public. The past reporting record, generally shows they have not fallen into these traps subconsciously or otherwise.

Caliber of Military Correspondents

Newsmen were asked to rate the caliber of military correspondents (regulars) compared to the rest of the Washington press corps.

As Table XV indicates, three-fifths (22) consider regulars to be on a par with other Washington newsmen. Seven said they are better or the regulars rate "excellent"

By the incident was cited by a man in the audience. The
 audience said there is a danger that the speaker will
 lose his temper and become a victim of his own
 emotions.

I definitely and consciously in the past have

refused this opportunity.

It is a question in the future. The man who has
 been here for the past. It is a question of the future.
 The man who has been here for the past. It is a question
 of the future. The man who has been here for the past.
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For the speaker was not blind to possible risk.

He is of the opinion that the speaker is not blind to possible risk.

He is of the opinion that the speaker is not blind to possible risk.

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He is of the opinion that the speaker is not blind to possible risk.

TABLE XV

CALIBER OF MILITARY CORRESPONDENTS

Q. In general, how would you rate the caliber of military correspondents (the regulars only) compared to the rest of the Washington press corps? (n=35) /Open-ended/

Correspondents	Regulars Compared to D. C. Press Corps			
	Better/ Excellent	Same/ Good ^a	Worse/ Poorly	Some Better and Some Worse
Regulars	3	16	2	3
Irregulars	1	5	--	--
Military Journals	3	1	1	--
Total (n=35)	7	22	3	3

^aIncludes such responses as "mediocre," "average," and "fair."

TABLE IV

COMPARISON OF MILITARY COMPOSITION

2. In general, how would you rate the quality of military composition from regular army assigned to the task of the following groups (1951-1952)?

Regulars assigned to the task group

Composition	Excellent	Good	Fair	Poor	Very Poor
Regulars	1	18	1	—	—
Reserve	1	1	—	—	—
Ally	1	1	1	—	—
Total (1951-1952)	1	18	1	—	—

Source: "The Regular Army Composition," "The Reserve," and "Ally."

compared to other reporters; three said worse or poorly.

Amplifying remarks add a different perspective to how reporters viewed other newsmen. While many of the regulars took issue with criticism aimed at the Pentagon press corps, several said some regulars do not do as well as they probably could:

The caliber is pretty high. Professionalism is high, but we all should be more questioning and doubtful.²⁶

A veteran regular and seasoned Washington reporter with a wire service spoke from experience:

Over the years, I have spent time on all major beats in D. C. and contrary to the myth, the Pentagon press corps complains less; most are more combative; and most are more skeptical than anywhere else. Hill reporters just report a Senator's /or congressman's/ remarks. Here /at the Pentagon/, officials sweat over questions asked by correspondents. Pentagon reporters are a very tough breed.²⁷

Another respected regular with a daily newspaper qualified his feeling:

It's hard to be objective. I feel the best of the military writers compare to the best of other best writers in Washington. I wish there were more top flight reporters in DOD than there are now; just as I wish there were more in other agencies in D. C. Overall, they compare very favorably with other press corps.²⁸

Several regulars addressed charges made about military correspondents being a "kept" press or being "lap-dogs" instead of "watch-dogs" of DOD. One of the more experienced newsmen who said the caliber of the regulars is just as good as any other group of reporters in Washington put it this way:

...the ...

The method is very simple. It consists in taking all the numbers from 1 to 100 and adding them up. The result is 5050.

with a wife having much more experience;

was a very good deed."

...with the ...

Overall, they compare very favorably with other papers which have been used in other studies in the U.S. Light exposure is not that high as that used in studies in Washington. I think some of the other papers which were compared on the basis of other tests are based on the following: I don't see any of the

[illegible]

The run of the mill Defense reporter works hard to get a story and winds up being criticized by DOD for getting it and by the public for being in bed with DOD. I believe this is a fact and I've been astonished that because of the mood of the country, there hasn't been more of it. The lap-dog thing is ridiculous. People are as entitled to know Laird's thoughts as . . . /those who criticize DOD and military correspondents/. We are conveyors. What government /Defense/ says it is doing, people are entitled to know and government is entitled to have said.²⁹

A similar view was offered by another regular. He said a certain amount of healthy skepticism toward Defense reporters is good, but he questioned the rationale of singling out DOD:

Almost everyone in the Pentagon press corps knows two or three areas well. But nobody is the caliber of Mark Watson /covered DOD for Baltimore Sun and dean of press corps; now deceased/. Each one is a specialist in one or two things. I don't think regulars are lap-dogs; reporting from D. C. is nothing sensational anyway. There are not many doves in the Pentagon press corps. They get to share the attitudes of their sources and need to be liked or they won't stay long in DOD.

The fact that the Pentagon is the only place criticized seems ridiculous. No one knocks down a story that hurts DOD. Their /regulars/ job as conveyors is to tell military views. That's one reason that I want to leave DOD. I don't like to fight a battle with my own newspaper as well as with DOD. Some simply don't fight the battle, but play along with Defense.³⁰

Most reporters echoed the thought that in DOD there is no more lap-dogging than in any other beat. "There are lap-dogs in other agencies. It does not only apply to the Pentagon."³¹ Many said this charge was perpetuated by the anti-military environment that exists today which is reflected on the Hill and in the media. Some feel it is more likely that congressmen make lap-dogs out of reporters

who cover the Hill.

A regular with a daily newspaper illustrated how this criticism is misguided:

There is far less lap-dogging in DOD than other agencies in Washington. Once /recently/ a White House female reporter came over /to the Pentagon/ and attended one of the daily morning briefings. Later she remarked that (1) the brief actually starts on time and (2) "you guys really try to get information."³²

On this same thought, another said:

Pentagon guys are just as good as at the White House where they get their daily feeding. There is some feeling today that any reporter covering DOD is naturally a "hand-maiden" of the military. I don't agree. In fact most reporters here are liberals in general.³³

An uncommon view was expressed by a regular who also covers other beats in Washington:

There are more lap-dogs in DOD than elsewhere. The reporting quality is lower also. DOD is complex and many reporters do not do their homework or don't dig to find out the meaning of some Defense actions. About half don't keep up with the rest of the regulars.³⁴

Some military correspondents are said to have certain limitations. A regular with over 20 years experience as a Washington reporter said: "I'd rate the regulars highly, although many of the newer ones I can't rank. Some seem almost anti-military. The older regulars are better than any newsmen in town."³⁵

Another veteran reporter said the press corps has not done much to influence Defense policy, but has accepted a subordinate role:

It would be better if reporters showed more independence than they do. I'd rate them about the same as the rest of the Washington press corps.³⁵

In such a diverse group as the Pentagon press corps, opinions often run counter to one another. While one said regulars are far better than the White House correspondents, another said:

I'd rate them slightly behind the White House, but on a par with State correspondents. However, the difficulty in such a comparison is that State officials are specialists in their own field--desk man can almost write the story for newsmen. It's not like DOD, where newsmen must get information from many officials.³⁷

Generally, regulars favorably compare their Pentagon peers with all other Washington newsmen. They are said to be well informed, know more about their field, and work harder to get information than any group of reporters in town. "Pentagon newsmen cannot simply be concerned with the 'what,' but more of the 'why' and 'how,'" one said.

Irregulars regarded the caliber of regulars with more caution. But their responses ranged from "only fair" or "mediocre to average" to "quite good" and "excellent."

Pentagon reporters tend to identify with the military. The military-industrial complex stories and My Lai had to be uncovered by irregulars.³⁸

Another irregular observed: "The biggest sin is that after a while they get taken in by the military."³⁹ One who has covered DOD for several years said the caliber of the regulars is quite good, but added: "I think that some who write for the general news media and also moonlight for military magazines have a problem in maintaining a dispassionate viewpoint."⁴⁰

Finally, a correspondent with almost 25 years of

one said cigarette was the better than the other brand
corps, opinions often are formed in one's mind. When
in such a situation faced by the company agent

1.5 inch line slightly behind the white space, say
an inch wide white space, say, say, say, say, say,
disturbance is what a disturbance is that white disturbance
the disturbance is that one 1.5 inch line and one white
white the way for the way. It's not like the way
unknown how get information from white disturbance.

the 'wings' but none of the 'feet' and 'hands' - you said
in your 'Fetters' column would simply be connected with
your hands is not information from any group of supporters
said to be well informed. How much about their state, and
changed from with all other conditions known. They are
consequently regular business meetings held

Latent to be removed by treatment.
 1. The military-industrial complex is the
 2. largest and most powerful force in the world.
 3. It is the main cause of the arms race.
 4. It is the main cause of the environmental crisis.
 5. It is the main cause of the economic crisis.
 6. It is the main cause of the social crisis.
 7. It is the main cause of the cultural crisis.
 8. It is the main cause of the spiritual crisis.
 9. It is the main cause of the ecological crisis.
 10. It is the main cause of the global crisis.

12

Washington reporting viewed the regulars in a more positive light: "As a group, probably the best in Washington. I cover White House, State and Congress and these are the best of the lot."⁴¹

Military journal correspondents generally gave regulars a high rating. However, one said the distribution of talent by media management creates a problem at DOD:

I will never understand how a newspaper can send five experts to a football game and one ill-prepared reporter to cover the Pentagon. This is their great failing.⁴²

A response typical of the majority of regulars is: "Overall, it's a smart group. I respect their 'know-how.' They don't goof much."⁴³

Routine Performance of Other Military Correspondents

Reporters also were asked if they are usually satisfied with the routine performance of other military correspondents. Table XVI shows that slightly more than half (57 per cent) responded "yes." About two-thirds (17) of the regulars are, but most of the irregulars are not satisfied. Military journal newsmen are evenly divided.

Even those regulars who generally are pleased with the performance of most others said some reporters do not question the Defense "line" often enough. But, they recognize that other variables influence performance. A member of the corps of regulars for about five years who is generally satisfied with performance said:

Washington reported that the project is a new method
 light, the group, however, the fact is that the
 cover with them, that the company has been the
 part of the project.

Military Journal: Washington's recently
 reported a high level. However, the fact is that the
 of which is being conducted is a project of 1941.

I will never understand how a newspaper can
 give reports on a project of this kind and not
 report it over the radio. This is what
 is going on.
 I suppose typical of the majority of people is
 "Gerald, it's a very good project. I suppose that's
 why you're not doing it."

Washington's Project

Report also said it was a very
 project with the project was at the military
 correspondence. This was the first time that
 had (it was over) reported "yes". (The two-
 of the project and the fact of the project was
 reported. Military Journal reported the project
 from those reports the project was being
 the government of our state and the project was
 project the project "yes" after the project. The project
 and the project was being reported. A project
 of the project of project the project the project
 generally speaking with project the project

TABLE XVI

PERFORMANCE OF MILITARY CORRESPONDENTS

Q. Are you generally satisfied with the routine performance of other military correspondents? (n=37)

Correspondents	Satisfied with Performance?	
	Yes	No
Regulars	17	8
Irregulars	1	5
Military Journals	3	3
Total (n=37)	21	16

0. Now the generally admitted with the knowledge of the
the following information (the)

Country/Region	Year	Population (millions)
Japan	1980	125
United States	1980	225
Western Europe	1980	210
Latin America	1980	350
Asia (excl. Japan)	1980	150

There seems to be pressure to be critical of the military end of the Pentagon. There's a tendency to think you are not doing your job unless you are exposing something wrong or putting somebody in jail. This is the general expose type that holds true for most Washington reporters, but the greater tendency now is on Pentagon reporters.⁴⁴

Others agreed that, at times, a few regulars had done an inadequate job of reporting. Three of the more experienced newsmen suggested, if anything, the caliber of reporting has slightly decreased during the last decade:

There has been no improvement since 1960 and might even have been a deterioration in performance. There are not many like Elton Fay /AR/, Mark Watson /Baltimore Sun/, and Hanson Baldwin /N. Y. Times/ around today.⁴⁵

Another observation was made by a newsmen who spoke from about one year of Washington reporting experience:

There is no real difference in performance of regulars and other Washington newsmen. One of the problems is that military reporters find it more difficult to relate to the public. State Department cannot be measured in hardware or numbers. We have to do this in DOD. The public doesn't associate with Defense like certain areas around the globe. Thus State reporters have the advantage of reader identification.⁴⁶

One took issue with the approach regulars take when covering DOD:

We fail to give the full picture. A broader look is needed. We "cover" DOD. The press are not doing as good a job as they could. Today regular coverage is less interesting. The moment-to-moment reporting is chicken feed. The broad trend is what makes page one . . . /of certain newspapers/. We should give editors what they want.⁴⁷

Generally, regulars found it difficult to evaluate the press corps as a whole because of divergent interests inherent to the various types of media representation:

That there is no person to be named in the affidavit of the military and of the police, there is a tendency to think you are being told the United States is not having anything to do with the situation in Iran. This is the general impression that is being given. Most Americans, however, are not so easily deceived. They know that the United States is not having anything to do with the situation in Iran.

REPORT ON THE PROGRESS OF THE WORK OF THE COMMISSION DURING THE YEAR 1900.

[illegible]

From about one year at Washington (possibly 1941-42) to 1943-44, another assignment was made by a woman who was

There is no real difference in treatment of
negatives and other photographic material. On the
grounds of their safety records this is more likely
will be raised to the public. There is no reason
to mention in reference to negative. It may be the
to 1960. The public's interest with negative film
over the years around the film. The film negative
have the advantage of reading (transferring) it

The book begins with the question: "What is the purpose of the book?"

2000 2000

... I feel that the only way to solve the problem is to have a more realistic approach to the problem. I think that the only way to solve the problem is to have a more realistic approach to the problem. I think that the only way to solve the problem is to have a more realistic approach to the problem.

Generalizability, replication, and the limits of scientific knowledge

THE FIRST OF THESE IS A STATE OF AFFAIRS IN WHICH

Indicates to the system type of value representation.

All of them regulars are so different. Some I think are good; some are bad. I do have more respect for this press corps; more than any other group--White House, the Hill, etc. Pentagon regulars are very well informed. Even the biased ones are well informed.⁴⁸

Another said:

Performance is generally good. There's a great number of different types of publications. Thus different kinds of information get out. Most people don't realize this. I think many critics make mistakes about the regulars. For instance, Hollenhoff follows only the congressional angle and doesn't get the complete picture. However, there is a tendency for newspapers and wires to specialize and separate places beats vice covering the subject. But there is no way to get around this. I feel a better job could be done if newsmen were allowed to follow the subject instead of a physical beat.⁴⁹

Clark Hollenhoff--one of the most prolific critics both of DOD and military news correspondents--was singled out by several regulars for their own brand of criticism:

Any place you cover, newsmen are identified with that area. I'm getting the Defense view, sure! But our State man gets theirs. I'll offer DOD rationale and he'll offer State's. It would be silly for us to do anything else. Some reporters at the Pentagon are very critical. Hollenhoff never goes to the Pentagon, yet takes outrageous stands.⁵⁰

Irregulars took a more negative position with respect to regulars:

Reporters are not critical or analytical on complex subjects. There's limited media interest in details. They are too friendly with sources or (the opposite) knee-jerk opposition.⁵¹

Other irregulars said coverage is too fragmentary or lacks perspective: "Reporting by most regulars is highly superficial because they are victims of intentional plants and self-serving leaks."⁵² Another reporter added: "I think

all of us need to know more and that we sometimes write on the basis of inadequate information."⁵³ The one reporter in this category who is generally satisfied with press performance admitted that "most don't have time because of deadlines to go as deeply into matters as they would like and should."⁵⁴

Military journal correspondents expressed mixed opinions: "Too much anti-military bias in straight news and a failure to recognize significance in evaluating importance of developments."⁵⁵ Another said:

With few exceptions, they lack expertise. They don't know what happened only a few years ago. Red Smith has been writing about sports for decades, and you will learn from this survey, how long the average Pentagon reporter has been on the beat.⁵⁶

Two journal reporters said they are happy with the performance of regulars, but not irregulars:

Irregulars write a lot of trite--either bias or completely ignorant. You don't see Hoffman /AP/ or Beecher /N. Y. Times/ writing like that. Regulars are an aggressive bunch. Irregulars don't know what's cooking.⁵⁷

One correspondent summed up the aggregate opinion. Even though he is not generally satisfied with the routine performance of military correspondents, he said:

But /they are/ not just sitting on their tail. They don't take the word /of DOD/ as final. The outside impression is that they are lap-dogs. But that's not true. They are honest--not apologists or a public relations extension.⁵⁸

One regular who was quite critical of Washington reporting in general suggested that military correspondents

and people.¹²
 decisions to go on being left alone as they stand in
 partments divided into "best" and "less than best" by
 in this category who is generally entitled when given
 the basis of individual information.¹³ The two separate
 all of us need to know more and that we should write to

[illegible]

With the exception, they have experienced the
don't know what happened only a few years ago. And
with the same feeling about the situation, the
you will know that this is the way the world
has been for a long time.

[illegible]

...the respondent named up the appropriate opinion.

[illegible]

REPORTING IN GENERAL SUPPORTS THE MILITARY ESTABLISHMENT

in 1970 are pressured into superficial coverage of many Defense issues:

They have a "Fade of the Month Club." One month it's the Green Berets, another My Lai. This takes up space. These stories are picked up because they're hot issues, not because the press is interested in Green Beret tactics. Many reporters are not serious about coverage of Defense matters unless it involves waste. This is because everybody in D. C. has gotten dramatized. It goes through cycles. A lot of people /reporters/ are talking about issues, but little about real concerns.

Then the press gets caught up in words; Laird said this, Rogers that. There's pressure on them to pick apart rationale of officials. Ever since LBJ created the credibility gap, we have been extremely sensitive to words rather than deeds.⁵⁹

Aggressive Reporting

Newsman also were asked if they felt more aggressive reporting was needed by military correspondents. Sixty-four per cent (25 newsmen) agreed there should be more aggressiveness and 28 per cent (11) disagreed. The remainder (three reporters) neither agreed nor disagreed. A total of 12 newsmen "strongly-agreed" while none "strongly-disagreed."

As Table XVII indicates, the regulars did not feel the need for more aggressive reporting was as acute as did both irregulars and military journal reporters. Yet 52 per cent of the regulars said the press corps should be more aggressive--four were in the "strongly-agree" category. However, eight of the 12 irregulars and journal correspondents responded "strongly-agree."

in 1978 was pronounced like a typical member of the

Defense Forces.

They have a "love of the good life." The words
is the great secret, another by law. This takes up
again. These stories are filled up with many things, but
known, not because the press is interested in them
being false. They represent the way things are
covered at Defense Forces during its limited scope.
This is because everything in it has been known
about. It goes through trials. A lot of people
thought they were talking about them, but little about
last summer.

Then the press goes down in words, said said
this. About that. There's movement on them to him
what remains of evidence. They also let around
the conditions you've seen before, extremely sensitive
to some kind of needs.

Progressive Movement

Between the two sides it has been known
also something was needed by military movements.
Eighteen has been (22 members) around them which is
more approximately 20 per cent of the total.
remained (some reports) which are not aligned.
A total of 11 members "actively-active" with them

"actively-active."

In 1975 still indicated. The numbers are not too
the need for more progressive reporting has as much as 10
both individuals and military general movements. But in 1978
out of the members with the press group should be more
approximately 1000 with the "actively-active" category.

However, also at the 13 individuals and general movements
was reported "actively-active."

TABLE XVII

AGGRESSIVE REPORTING BY REPORTERS

Q. Tell me the extent to which you agree or disagree with the following statement: In general, more aggressive reporting is needed by military correspondents? (n=39)

Correspondents	More Aggressive Reporting Needed?				Strongly- Disagree	
	Strongly- Agree	Agree	Disagree	Agree- Disagree		
Regulars						
Daily Newspapers	2	4		--	3	--
Wire Services	1	1		--	2	--
Newspaper Chains	--	--		2	1	--
News Magazines	--	2		--	1	--
Radio	1	--		1	1	--
TV	--	2		--	1	--
Spec. Int. Pubs.	--	1		--	1	--
Sub-Total	4	10		3	10	--
Irregulars	4	2		--	--	--
Military Journals	4	1		--	1	--
Total (n=39)	12	13		3	11	--

Substantive and other comments on the proposed rule should be submitted to the Office of Management and Enterprise Services, Department of Health and Human Services, 4400 Reservoir Road, NW, Washington, DC 20495. Comments should be received by the Office of Management and Enterprise Services, Department of Health and Human Services, 4400 Reservoir Road, NW, Washington, DC 20495, on or before February 1, 1997.

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Opinions were mixed throughout and within each category of regulars; only newspaper reporters came closest to being in agreement. Six of these nine newspapermen either "agreed" or "strongly-agreed."

Pentagon Press Association

Military correspondents have never had a formal organization such as the White House or State Department Correspondents Associations. In 1965, Jules Witcover described how one attempt to form a unified body failed. He wrote that when the Cuban crisis in 1962 precipitated charges of news management, White House Press Secretary Pierre Salinger called a conference of reporters and high ranking government information officers. Invitations went to the White House and State Department Correspondents Associations, but none could be sent to the Defense Department Correspondents Association because none existed.

Witcover said that Pentagon regulars felt they had better send someone and called a meeting to form a group for their representative (Mark Watson) to represent. However, regulars felt such an organization would undermine the freedom and individuality of Pentagon reporters and most felt any such organization was out of the question, according to Witcover. Finally, Watson was given an informal, temporary, one-shot-only assignment to represent reporters at the White House conference, but not any organization. After all that, the session never came off.⁶⁰

Opinion was also expressed that within some
 category of regulation, only emergency regulations may be made
 to bring in amendments. It is also said that amendments
 other "except" as "emergency-regulations."

Emergency Regulations

Emergency Regulations have been made in Japan
 regulations made in the White House in 1917. These regulations
 Government Regulations. In 1917, these regulations
 described how the subject to issue a notice that
 in error that when the White House is that government
 objects of such regulations. White House Regulations
 given subject called a regulation of emergency regulations
 subject performance information officers. Regulations are
 of the White House and State Department Regulations
 Regulations, but some could be made in the White House.
 some Government Regulations have been made.
 Regulations are that Regulations require that they be
 subject with subject and called a notice in form a regulation
 for kind regulations that subject in regulations. Some
 were regulations with an organization with subject
 the subject and individually of subject regulations in
 some that the subject regulations are not in the subject.
 subject in subject. Finally, subject with subject in
 subject, subject, subject, subject in subject
 subject in the White House Regulations, but not in
 subject. After all that, the subject were not in.

The author asked military news correspondents if they thought Pentagon reporters should organize formally to advance their interests. Results in Table XVIII show that current members of the press corps do not hold the same strong desire not to create a formal group.

Seventy-five per cent of the newsmen (27) have definite opinions and are just about evenly divided on the issue (12 for, and 15 against). One-fourth (9) of the press corps do not have a preference either way.

The regulars are almost evenly divided (9 for, 10 against, and 6 agree-disagree). One of the dissenting regulars added: "It's a funny thing. This has been a painful subject for the Pentagon press corps. I don't know why."⁶¹

Typical remarks included: "Competition is a good thing. I'd rather do things alone" and "I'd rather be competitive. It works to our ultimate disadvantage to organize." The most frequent reason given by those who do not want to organize formally was that the interests of Pentagon newsmen are too diversified and not all that compatible.

The entire world history was reconstructed in

the light of the new scientific method, especially in

the history of the sciences. Science is now the only

method of knowledge of the world and the only way to

know the world and to create a better world.

Science is the only way to the future (1919)

Science is the only way to the future (1919)

Science is the only way to the future (1919)

Science is the only way to the future (1919)

The scientific method is the only way to the future

Science is the only way to the future (1919)

Science is the only way to the future (1919)

Science is the only way to the future (1919)

Science is the only way to the future (1919)

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Science is the only way to the future (1919)

Science is the only way to the future (1919)

Science is the only way to the future (1919)

TABLE XVIII

PENTAGON CORRESPONDENTS ASSOCIATION?

Q. Tell me the extent to which you agree or disagree with the following statement: Pentagon correspondents should organize formally to advance their interests? (n=36)

Correspondents	Should Form Pentagon Correspondents Association				
	Strongly- Agree	Agree	Disagree	Dis- agree	Strongly- Disagree
Regulars	1	6	6	9	1
Irregulars	--	1	2	--	2
Military Journals	1	1	1	2	1
Total (n=36)	2	10	9	11	4

TABLE 1

PERCENT COMPOSITION OF SAMPLES

Q. Tell us the extent to which you agree or disagree with the following statement: "People are becoming more and more interested in their own lives." (Scale 1 to 5)

1. Strongly agree
2. Agree
3. Disagree
4. Strongly disagree

Response	Strongly agree	Agree	Disagree	Strongly disagree
1	1	0	0	1
2	—	1	3	1
3	1	1	1	1
Total (n=21)	2	1	4	3

FOOTNOTES TO CHAPTER III

¹Jules Witcover, "The Surliest Crew in Washington," *Columbia Journalism Review*, Spring, 1965, 12.

²Phil G. Goulding, *Confessions of Envy* (New York: Harper & Row, Publishers, 1970), 234.

³George Vernon Underwood, Jr., "The Washington Military Correspondents" (unpublished master's thesis, University of Wisconsin, 1960), 265.

⁴Correspondent "S," personal interview, Washington, D. C., June 1970.

⁵Daniel E. Henkin, ASD(PA), as told to a group of Syracuse University journalism students during a public affairs briefing conducted at the Pentagon on March 30, 1970.

⁶*Ibid.*

⁷Correspondent "Z," from mail-questionnaire and letter, November 1970.

⁸Correspondent "M," personal interview, Washington, D. C., June 1970.

⁹Correspondent "R," personal interview, Washington, D. C., June 1970.

¹⁰Correspondent "D," personal interview, Washington, D. C., June 1970.

¹¹Correspondent "K," personal interview, Washington, D. C., June 1970.

¹²Correspondent "Z."

¹³Correspondent "O," personal interview, Washington, D. C., June 1970.

¹⁴Correspondent "H," personal interview, Washington, D. C., June 1970.

¹⁵William L. Rivers, "The Correspondents After 25 Years," *Columbia Journalism Review*, Spring, 1962, 5. Rivers also stated that another big difference between Rosten's study in 1937 and his findings was that in 1962

radio, television, and magazine correspondents are equally important as the print media. Rivers' sample was larger than Rosten's: 273 newsmen compared to 127. The same techniques were used (interviews and questionnaires) and many of the same questions were asked.

¹⁶ Before the Moss Committee in March 1963, Sylvester implied that an answer of "no comment" by an information officer would not have the same effect as a false answer because most newsmen take "no comment" as a confirmation of the information they are checking. See Martin Gershen, "The 'Right to Lie,'" *Columbia Journalism Review*, Winter, 1966-67, 15.

In his book published in 1970, Goulding wrote: "Once upon a time the phrase 'no comment' was neutral, and while sometimes it is still a useful tool of last resort, its meaning has changed." He suggested that frequently it is interpreted as a confirmation, although the government preferred not to admit a certain piece of information. "More frequently in today's government, therefore, the initial response would be: 'We are checking into the facts. At this time, we can neither confirm or deny the report.'" See Goulding, *Confirm or Deny*, xii-xiii.

¹⁷ Correspondent "O."

¹⁸ Correspondent "Z." from mail-questionnaire, November 1970.

¹⁹ Correspondent "L." personal interview, Washington, D. C., June 1970.

²⁰ Correspondent "O." personal interview, Washington, D. C., June 1970.

²¹ Correspondent "H."

²² Correspondent "E."

²³ Correspondent "A." personal interview, Washington, D. C., June 1970.

²⁴ Correspondent "K."

²⁵ Correspondent "U." personal interview, Washington, D. C., June 1970.

²⁶ Correspondent "X." from mail-questionnaire, December 1970.

²⁷ Correspondent "J." personal interview, Washington, D. C., June 1970.

²⁸Correspondent "I," personal interview.
Washington, D. C., June 1970.

²⁹Correspondent "H."

³⁰Correspondent "N," personal interview.
Washington, D. C., June 1970.

³¹Correspondent "X," personal interview.
Washington, D. C., June 1970.

³²Correspondent "T," personal interview.
Washington, D. C., June 1970.

³³Correspondent "A."

³⁴Correspondent "S," personal interview.
Washington, D. C., June 1970.

³⁵Correspondent "L."

³⁶Correspondent "B," personal interview.
Washington, D. C., June 1970.

³⁷Correspondent "K."

³⁸Correspondent "JJ," from mail-questionnaire.
October 1970.

³⁹Correspondent "LL," from mail-questionnaire.
October 1970.

⁴⁰Correspondent "HH," from mail-questionnaire.
November 1970.

⁴¹Correspondent "BB," from mail-questionnaire.
October 1970.

⁴²Correspondent "KK," from mail-questionnaire.
October 1970.

⁴³Correspondent "W."

⁴⁴Correspondent "O."

⁴⁵Correspondent "B."

⁴⁶Correspondent "P," personal interview.
Washington, D. C., June 1970.

⁴⁷Correspondent "X."

Washington, D.C., June 1970
Correspondence "A"
Correspondence "B"
Correspondence "C"
Correspondence "D"
Correspondence "E"
Correspondence "F"
Correspondence "G"
Correspondence "H"
Correspondence "I"
Correspondence "J"
Correspondence "K"
Correspondence "L"
Correspondence "M"
Correspondence "N"
Correspondence "O"
Correspondence "P"
Correspondence "Q"
Correspondence "R"
Correspondence "S"
Correspondence "T"
Correspondence "U"
Correspondence "V"
Correspondence "W"
Correspondence "X"
Correspondence "Y"
Correspondence "Z"

⁴⁸Correspondent "C." personal interview.
Washington, D. C., June 1970.

⁴⁹Correspondent "G." personal interview.
Washington, D. C., June 1970.

⁵⁰Correspondent "D."

⁵¹Correspondent "GG." from mail-questionnaire,
October 1970.

⁵²Correspondent "LL."

⁵³Correspondent "HH."

⁵⁴Correspondent "BB."

⁵⁵Correspondent "AA," from mail-questionnaire,
September 1970.

⁵⁶Correspondent "KK."

⁵⁷Correspondent "FF." personal interview.
Washington, D. C., June 1970.

⁵⁸Correspondent "MM," personal interview,
Washington, D. C., June 1970.

⁵⁹Correspondent "H."

⁶⁰Witcover, "Surliest Crew," 14.

⁶¹Correspondent "D."

Washington, D. C., June 1950.

Revised: 10/10/98

1970

Reported 1970.
12/1/70

U.S. DEPARTMENT OF JUSTICE
FEDERAL BUREAU OF INVESTIGATION
WASHINGTON, D. C. 20535

1970-1971

1. *Abstract* "The first of the two papers by ..."

CHAPTER IV

DEPARTMENT OF DEFENSE OFFICIALS. INFORMATION ORGANIZATIONS, AND NEWS POLICIES

During an interview with the author in April 1970, the Assistant Secretary of Defense for Public Affairs, Daniel Z. Henkin, explained his views on the information procedures at the Pentagon.

"The newsgathering process is about the same now as it was 10 years ago when I was a newsmen. Although Vietnam has changed things a lot," he said. Henkin stated that the Pentagon is not as tight a source or beat as many critics have suggested. Also, he said that a correspondent's best sources are his own informal contacts in DOD.

In addition to classification, which he thinks will always be a barrier, Henkin suggested that the size and complexity of DOD, plus the Pentagon's close relations with State Department and Congress handicap the military news reporter. Also he said, "DOD does require specialization on the part of newsmen". But even then there is too much material a correspondent must know."

Concerning the news management question, Henkin stated that as part of his job, he manages the news. But

CHAPTER IV

DEPARTMENT OF INTERIOR AFFAIRS, BUREAU OF
INDIAN AFFAIRS, AND THE BUREAU OF
LAND MANAGEMENT

During an interview with the author in April 1970,
the Assistant Secretary of Indian Affairs, Bureau of
Indian Affairs, explained his view on the importance
of the Bureau of Indian Affairs.

The Assistant Secretary pointed out that the Bureau of
Indian Affairs is one of the oldest and largest of the
federal departments. It was 10 years ago when I was a
member of the Bureau of Indian Affairs. He said that the
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Concerning the new department, he said that the
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Indian Affairs is one of the oldest and largest of the
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Affairs is one of the oldest and largest of the federal
departments. He said that the Bureau of Indian Affairs
is one of the oldest and largest of the federal departments.

he calls it "judgment" rather than "news managing." Editing and the timing of a news release were cited as examples of how he exercises this judgment.

Henkin emphasized that he is trying to open things up and, together with Secretary Laird, has encouraged freer discussion on sensitive areas, such as Laos and Cambodia. When asked why the weekly backgrounders for the military correspondents were canceled, he said, "It's fairer for everybody when more information is on-the-record." The Assistant Secretary pointed out that both he and Defense Secretary Laird are in complete agreement that this is the best policy and should help with the Pentagon's credibility.

As noted earlier, Henkin does not agree that the Pentagon press corps is composed of reporters who unquestionably echo the word of Defense officials:

Reporters say things they do because they are reporting Defense Department views. This is part of their job. There are regulars who are very critical of DOD at times, but such stories are forgotten by those who say that military reporters are merely a "kept" press corps. We don't forget.

Henkin explained that this basic conflict between Pentagon correspondents and officials is healthy for the military establishment: "The Secretary of Defense uses this conflict to help manage DOD."¹

One of the veteran regulars described how he views the change brought about because of the situation in Southeast Asia: "The Vietnam war has changed perceptions of

the main of "Jaguar" which was "very strong."

...the ...

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific information required.

...the fact that the ...
...the fact that the ...

...the ... of ...

over take "The Virgin" was an almost unanimous
the camp, saying that because of the situation in Italy
One of the women visitors mentioned that she

reporters with respect to believing information put out by DOD."²

Jerry W. Friedheim, Principal Deputy ASD(PA), told the author that classification--not only military, but also as related to national security--is probably the greatest barrier facing newsmen. He added that some reporters lack an understanding of OASD(PA)'s relations with the State Department: "This causes newsmen to be irritated when information is delayed because of the coordination required."

But Friedheim said efforts to maintain an open administration are beginning to pay off. "Newsmen don't agree with all the news policies of DOD, but now we are saying more and trying to get more information to the public. It helps that Secretary Laird understands the press. He tries to see them as often as possible."

Commenting on the daily 11:00 a.m. news briefing, he said: "We found that the briefing is good for us as well as the newsmen." Friedheim pointed out that there is not a big story every day at the Pentagon; therefore, the briefing gives both correspondents and officials a chance to meet face to face every day: "Reporters can ask whatever questions they want and it forces us to do our homework and prepare for the questions."³

Also in April 1970, the author talked with a number of public affairs officers in OASD(PA) to obtain their views on the new Defense information team. They generally

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said that now there is better internal communication between Defense information officers and non-PAO officials in OSD, as well as better coordination between OASD(PA) and other government agencies. Most PAOs felt this increased the efficiency of the Defense news operation.

They said that Henkin and Friedheim are more accessible than their predecessors and now DOD is more open with the press. They called this a reflection of Henkin's policy toward public affairs.

A veteran military public affairs officer in the Navy's Office of Information (CHINFO) said, "Henkin has also improved the relationship between service information officers and OASD(PA) officials."⁴

One veteran regular military correspondent pointed out that even though Secretary Laird and Henkin are trying to open more news channels, there is still a long way to go:

The emphasis since 1960, which has improved only slightly because you have ten years to undo, has been on withholding information, on diluting information and avoiding information that was going to be embarrassing to the government itself or to the SECDEF in particular.⁵

The Military Beat
"Not Just an Open or Closed Case"

During the sixties DOD generally was accepted by Washington newsmen as being the most difficult beat to cover because it was the tightest. Military news correspondents were asked if they considered the Pentagon a

and that we have a better internal communication between the various officials and non-officials in the country, as well as better coordination between the various departments of the government. That will be the first step towards the attainment of the desired result.

They said that Dennis and Elizabeth were
imprisoned into their bedrooms and now they are out upon
with the power. They said that a letter of Dennis's
being found public office.

1. The following information was obtained from the files of the Federal Bureau of Investigation, Department of Justice, Washington, D. C., on the subject of the above-captioned case:

10

The exhibits dated 1900, which are numbered only slightly because you have two more to add, are those on circulating literature on living insurance, and avoided information that was going to be necessary to the movement itself as to the future of the movement.

During the winter 1951 separately was assigned to
Washington as being the most difficult case in
the country is the situation. Military and navy
and other have been in the country for some time.

tighter beat--with respect to gathering information--than the State Department, White House, or Congress.

As shown in Table XIX, the majority of reporters considered the Pentagon as being tighter than the other three beats. The State Department (68 per cent said DOD was tighter) and the White House (71 per cent) were thought to be tighter than Congress (91 per cent). While two-thirds agreed it is easier to get information at the State Department (21) and White House (22), almost all reporters (32) said it is easier on the Hill (Congress). Only three newsmen said Congress is tighter than DOD.

Tightest of All?

When asked if they considered the Pentagon the tightest beat in Washington, just more than half (9) of the 17 regulars asked agreed it is. Most of the irregulars (4 out of 6) and the military journal reporters (4) said it is not.

Although the regulars who responded "yes" were quite emphatic, several suggested that this simply is because of security. Typical responses were: "It's just the nature of the military and DOD--you have to dig a little harder." / "Considerably more tight." / "Far tighter. Mostly from security; not public affairs policies."

A regular with a daily newspaper said, "That's the nature of the beat. Security is always there. No question it's the tightest beat in town. Yet once you divorce

limited facilities toward an existing infrastructure
 the State Department, State House, or Congress.
 It is clear in this case, the majority of respondents
 regarding the survey in their opinion that the policy
 given better. The State Department (69 per cent) said that
 was helpful and the State House (71 per cent) were thought
 to be helpful than Congress (61 per cent). While some
 think that it is easier to get information in the State
 Department (61 per cent) than in the State House (51 per cent)
 (72) said it is easier to get Bill information. Only 10 per
 cent said that it is easier to get information from the
 State House.

Appendix A

When asked if they intended to continue the
 highest part in Washington, they were asked (71) of the
 if they would spend 10-15 years in the Washington
 or not and the following results were obtained (69 per cent
 not).

1) Among the replies was "yes" and
 quite positive, several respondents said that they would be
 because of family. Several respondents said "It's just
 the nature of the military and the way it is to be a
 little better." (personally) was "yes". The first
 nearly two hundred per cent of the replies.
 I replied with a little negative reply. While the
 nature of the work. There is a strong sense. No question
 like the military part in the... for that you always

TABLE XIX

A COMPARISON OF THE PENTAGON WITH OTHER BEATS

Q. Would you consider the Pentagon a tighter beat--with respect to gathering information--than (a) State Dept., (b) White House, and (c) Congress? (n=36)

Correspondents	State Dept.		White House		Congress	
	Yes	No	Yes	No	Yes	No
Regulars (n=25)	16	5	15	5	23	1
Irregulars (n=6)	2	3	5	1	5	1
Military Journals (n=5)	3	2	2	3	4	1
Total ^a (n=36)	21	10	22	9	32	3

^aDoes not include "don't know" responses.

TABLE 1

PERCENTAGE OF THE POPULATION WITH VARIOUS LEVELS OF EDUCATION

NOTE: Data are based on the 1960 Census of the United States. The percentages are based on the total population of each country. The percentages are based on the total population of each country. The percentages are based on the total population of each country.

Country	Primary School		Secondary School		Tertiary School	
	Male	Female	Male	Female	Male	Female
Algeria	11	11	11	11	11	11
Argentina	11	11	11	11	11	11
Australia	11	11	11	11	11	11
Austria	11	11	11	11	11	11
Brazil	11	11	11	11	11	11
Canada	11	11	11	11	11	11
France	11	11	11	11	11	11
Germany	11	11	11	11	11	11
Greece	11	11	11	11	11	11
India	11	11	11	11	11	11
Italy	11	11	11	11	11	11
Japan	11	11	11	11	11	11
Kenya	11	11	11	11	11	11
Malaysia	11	11	11	11	11	11
Mexico	11	11	11	11	11	11
Nigeria	11	11	11	11	11	11
Peru	11	11	11	11	11	11
Philippines	11	11	11	11	11	11
Poland	11	11	11	11	11	11
Portugal	11	11	11	11	11	11
Romania	11	11	11	11	11	11
South Africa	11	11	11	11	11	11
Spain	11	11	11	11	11	11
Sweden	11	11	11	11	11	11
Switzerland	11	11	11	11	11	11
Taiwan	11	11	11	11	11	11
Tanzania	11	11	11	11	11	11
Thailand	11	11	11	11	11	11
Tunisia	11	11	11	11	11	11
Uganda	11	11	11	11	11	11
United Kingdom	11	11	11	11	11	11
United States	11	11	11	11	11	11
Yugoslavia	11	11	11	11	11	11

Source: United Nations, *World Education Statistics*, 1961.

security, it's more open than other agencies. The military is especially good."⁶

Another of the regulars summed up the feelings of many of the full-time Pentagon reporters:

I think it's the hardest beat in the world; aside from covering the Kremlin. Everywhere else in town a reporter can get a story by telling what someone thinks. That's not true here at the Pentagon, where you need facts.⁷

While in agreement that DOD is the toughest beat, one newsman--a regular--put part of the blame on media management:

The reason the Pentagon is the hardest beat is 50% the fault of DOD and 50% the fault of the newspaper. It wouldn't be such a strain on the reporter if newspaper management didn't just throw him reporter in and lock the door. Newspapers don't understand Defense matters. They should have two or three men covering the beat and let them go to the Hill and elsewhere to get Defense information.⁸

"More Openness Now--It's Laird's Way"

While most of the regulars credit Laird personally with making an effort to loosen things up at the Pentagon, Table XX shows that less than half (12) said DOD is more open under the Nixon administration. The irregulars (5) stated the Defense Department's "openness" is about the same and military journal reporters were evenly divided on the question.

Overall, almost two-thirds (24) of the military correspondents said the Pentagon has not opened up more than under the previous administration and three considered

Accordingly, it is not open to any question. The Bill is
in especially good form.

Further to the subject of the Bill, it is
very of the Bill, it is especially good form.

I think it is the intention of the Bill to
bring the Bill into line with the Bill, it is especially good form.

It is in accordance with the Bill, it is especially good form.

and the Bill, it is especially good form.

and the Bill, it is especially good form.

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The Bill, it is especially good form.

TABLE XX

DOD MORE OPEN NOW?

Q. Do you consider the Defense Department to be more open under this administration?^a (n=39)

Correspondents	Yes	No/About the Same
Regulars	12	16
Irregulars ^b	--	5
Military Journals	3	3
Total (n=39)	15	24

^aOr "Do you consider this administration as being
"open"?

^bOne "no opinion" response not included.

U.S. GOVERNMENT PRINTING OFFICE: 1967

Year	1950	1951	1952	1953	1954	1955	1956	1957	1958	1959	1960	1961	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100
1950	1951	1952	1953	1954	1955	1956	1957	1958	1959	1960	1961	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	

[illegible]

it worse. The simple "yes," "no," or "about the same" responses, however, are deceiving. When asked why they felt the way they did, the earlier responses took on a new perspective. The following comments illustrate this point:

(1) Regulars who feel DOD is more open now:

There is more openness now, but it's hard to be too open because of security.

It's not open as such, but there's a slight improvement.

It's better. You have to give credit to Laird. He sincerely feels he's opening up more information. Yet he's failed to continue other traditions useful to the reporter, such as backgrounders.

Laird is fairly open. DOD is more open now than the White House.

It's better. I think it's Laird's way. He knows how to use the press better than McNamara did.

It's a lack of need to justify past and present involvements. But even that is changing.

(2) Regulars who responded negatively:

No. It's just a lot of television appearances.

There's been an attempt; but the amount of accomplishments is small.

It's open only if you have the right questions to ask.

There'll probably never be an administration as open as newsmen would like.

(3) Sampling of responses by irregulars:

No /not open/, because of the desire for policy conformity.

No, because of the military's fear of the press, growing out of the Vietnam war.

is wrong. The single "yes" or "no" is "about the same" suggested, however, and something. When asked why they said the way they did, the writer responds that on a few occasions, the following seemed to be the case:

(1) Answers like "yes" or "no" are given

There is some question now, but it's hard to be sure. One person is saying,

It's not good as such, but there's a slight improvement.

It's better. You have to give credit to that. He actually feels he's getting up more information. But he's taking no notice of the other things (what) in the report, such as background.

That is fairly good. But in some cases the whole thing.

It's better. I think it's better's way. He knows that to use the same words than before.

It's a good way to look at things and present information. But even this is changing.

(2) Answers like "yes" or "no" are given

Not. It's just a lot of relative improvement.

There's been an attempt to get more of improvement in that.

It's good only if you have the right question to ask.

There's a tendency now to be more specific in the answers given.

(3) Answers like "yes" or "no" are given

It's not good. There's a tendency to be more specific in the answers given.

On balance of the military's view of the war, it's not as good as the Vietnam war.

It's about the same. There's generally the same tendency to shield operational people from the press.

(4) Extracts from military journal reporters:

Yes /DOD is more open/. There's a shifting away from McNamara's bureaucrats.

No. I believe Defense officials do less, so they talk less. There's too much politics.

It's too early to judge, but it's better than before.

One of the regulars offered a different angle:

It's easy for a new administration to open old books and say they are exposing scandals /reporter used cost overruns as an example/. Yet as time goes on things are starting to tighten up again.⁹

A typical response came from a veteran military correspondent:

I think Mr. Laird is on-the-record declaring that he was going to end the credibility gap and he was going to open up the channels and give freer access to news. He's made several statements that on the subject of over-classification of information, he wants the problem solved. He wants more information declassified. I think this has had a good affect down the line; not all the way down the line. But I think it's reversed the atmosphere and trend. We are getting more access than we've had in many areas.¹⁰

Summarizing the feelings of many of the regulars, another correspondent said:

Even though Laird sees a lot of newsmen and has a lot of press conferences, much of this is more form than substance. It's his technique for producing his form of understanding of what he's trying to sell. On the other hand, he has produced a lot of information. In order to sell his ideas, he's had many programs which give the appearance of a free flow of information. The trouble is that you can't get information on other areas, such as Vietnam and the Vietnamization effort. They push such things when they want to. I waited two

weeks to see someone on Vietnamization. Understandably, they are busy, but it's amazing they can't spend a half hour.¹¹

"Can't See Who You Want, When You Want"
(Reporters' Access to Officials)

In a word, the regulars considered their access to Pentagon officials as "limited." As Table XXI indicates, none of the reporters said access is excellent, but half (14) described it as good. They gave Laird a "plus" for getting the word out to officials to grant more interviews. But once access is gained, reporters said they do not find much difference--the exchange is still guarded. The other 50 per cent of the regulars consider access ranging from fair (3) to adequate (10) and only one said it is poor.

The irregulars were generally more critical, and the military journal correspondents appeared to have fewer access problems.

The majority of regulars said that access to top level Defense officials is not as good as it should be; although several qualified their comments by admitting these officials are very busy people. But, not seeing these officials when they want can work against the reporters--particularly in a sensitive situation--because newsmen suggested the higher the position of authority, the more open is the official.

Simply getting to see someone, however, is not the reporters' major concern.

TABLE XXI

CORRESPONDENTS' ACCESS TO OFFICIALS

Q. In general, how would you describe the military correspondents' access to Pentagon officials today? (n=39)

Correspondents	Access Description				
	Poor	Fair	Adequate	Good	Excellent
Regulars	1	3	10	14	--
Irregulars ^a	1	3	--	--	1
Military Journals	1	--	3	1	1
Total (n=39)	3	6	13	15	2

^aOne answered he deals only by phone. Response not included.

The greatest complaint among the regulars is that it takes too long to get to see anybody: "Access to top level people is unsatisfactory. You must get on a waiting list and that might take weeks."¹²

Even though newsmen generally believe they can eventually get to see just about any official, the delay--for whatever reason--seems unreasonable to them. "If I can't see the guy quickly, it's usually not much good to me" and "You can't see the people you want, when you want" are typical of the comments made during the interviews.

A television correspondent expanded this thought:

Access at the middle level is not bad. The problem is to see them today. Even the middle range officials may take two or three days to see. Top level people are busy, but if I can't see them quick it's not much use. Higher ranking military men are better than civilians, but more suspicious of newsmen.¹³

Any Change in Accessibility?

Newsmen also were asked if there had been any change in accessibility under this administration. Responses are about evenly split. As Table XXII indicates, about half of the regulars (12) recognized an increase, about a third (8) said access is the same and three reporters said there has been a decrease.

Those regulars who stated access had increased, singled out Laird in particular, and Hankin for their efforts to make more information available to the media. However, one regular who said access had gotten better

11
 like me that give the same.
 level people in mathematics. You can get in a school
 is taken too long to get to the top. "I want to say
 The greatest tragedy among the peoples is that

It is a very common mistake to think that the only way to get a good result is to use a lot of force. In fact, the best results are often achieved by using a small amount of force applied in a precise manner. This is why it is so important to have a good understanding of the mechanics of the system you are working with. Only by knowing exactly how the system works can you apply the right amount of force in the right direction to get the desired result.

1. The first step is to identify the problem. This involves understanding the symptoms and the context in which they are occurring.

1. The first of these is the fact that the Government has not been able to secure the necessary funds to carry out its policy of maintaining the value of the pound at its pre-war level. This has been due to a variety of factors, including the fact that the Government has not been able to secure the necessary foreign exchange to finance its policy.

However, the report also noted that the
 effects of the new legislation on the
 public are still in question, and the
 Commission is still working on the
 issue.

TABLE XXII

HAS ACCESS TO OFFICIALS INCREASED OR DECREASED?

Q. Has the access to military and civilian officials increased, stayed about the same or decreased under the Nixon administration?^a (n=32)

Correspondents	Any Change in Access		
	Increased	About the Same	Decreased
Regulars	12	8	3
Irregulars	1	2	1
Military Journals	3	1	1
Total (n=32)	16	11	5

^aThose reporters covering the Pentagon less than two years were asked: "From your own recent experience, would you say accessibility is generally increasing, remaining about the same, or decreasing?"

THE ABOVE IS SUBJECT'S CURRENT ADDRESS AND PHONE NUMBER.

Any Change in Prices			
Increased About the Same		Decreased	
1	2	3	4
1	2	3	4
1	2	3	4
1	2	3	4

Two years ago, when the Soviet Union was still a member of the United Nations, the Soviet Union was the only country in the world that was not a member of the United Nations. The Soviet Union was the only country in the world that was not a member of the United Nations.

stated: "There remains problems. In some areas, such as ISA, monitoring interviews is constant and access is quite controlled."¹⁴

One reporter said it was worse because the "Republicans are more cautious than Democrats."¹⁵ One of the irregulars, however, stated access increased: "It is that Republicans feel less defensive about the course of events since 1965."¹⁶ A news magazine reporter's comment was representative of most of those who said things are about the same:

Although people change, both newsmen and officials, differences come out in personalities. Some talk to you just because you represent . . . magazine's name and others see you, but don't talk because they don't really want to give the reporter the time of day.¹⁷

The regulars considered Laird's influence a help. Most agreed it is at least encouraging to get to top level people, even if it takes so long and their responsiveness has not greatly changed. Several noted that now civilian officials are more likely or more ready to talk to newsmen, but fewer have the kind of information a newsmen wants.

Concerning military officials, the regulars said that although some are more open now, in general the access to military men still remains bad. This compounds the correspondents' problems because many suggested that military officers have more of the kind of information they want. Also, the military official was generally viewed by newsmen as being more competent and experienced in his

1944, following the outbreak of the Korean War, the U.S. government began to provide military aid to the Republic of China (ROC) government in Taiwan. This aid was part of the U.S. policy of "strategic containment" against the spread of communism in Asia. The U.S. government also provided economic aid to the ROC government, which was struggling to rebuild the economy after the war. This aid was part of the U.S. policy of "economic containment" against the spread of communism in Asia. The U.S. government's aid to the ROC government was a key factor in the ROC government's survival and its eventual reunification with the mainland.

was representative of what I found in this study and

1. The first of these is the fact that the Commission has not yet received any information from the Government of the United Kingdom regarding the progress of its investigation into the activities of the British Security Organisation (BSO) in the United States.

Conversely, military officials, the working class and lower level officers, feared that the army would be used to suppress the workers' movement. The military command had a long history of being used to suppress the workers' movement. The military command had a long history of being used to suppress the workers' movement.

that although some are open now, in general the doors
to military use will remain shut. This response was
"unambiguous," Johnson's defense team argued that
military officials have none of the kind of imperious
power that military officials are generally known to
exercise in being more suspicious and overbearing in his

specialty than civilians in DOD. A few noted, however, that once a reporter gains access military men usually are more candid than civilians--especially if not quoted.

One of the regulars expressed it this way:

The trouble with covering the Pentagon is that officials who know the answers are often too busy to talk, or reluctant for other reasons, and those who try to shield them from having to bother with the press are frequently not adequately informed. I have not run into much of a problem with people who are deliberately trying to mislead. It is usually possible to see the right man if one tries hard enough and is willing to settle for whatever source happens to be available on a short-term basis.¹⁸

Regulars usually agreed that things had improved, but said there is still a long way to go. Access in 1970 is considered better than during the Kennedy and Johnson days. A few of the experienced correspondents indicated little resistance at all.

The majority viewpoint on this question is represented by the following response from an experienced newspaperman and regular at the Pentagon:

It's spotty. Depends on who the guy is; Laird and Packard, for example, are awfully hard to see or get to on a regular basis, although Laird has been relatively accessible--in the number of news conferences and the times he meets with groups of reporters. Frequently, though, you'd want to talk to him every day and get guidance of things, which you can't do. If I want a specific question answered, I'll find somebody who is frequently high ranking who is available within a short time to talk to me about it. In that sense they're accessible. But then you run into the question of when something is hot and you really want to know something; then nobody's available. And there are occasions when they simply duck; they don't want to talk about something.¹⁹

Why Officials Do Not Talk With Newsmen

The correspondents were asked what causes officials not to grant interviews or engage in conversations with newsmen.

Table XXIII shows that "ingrained cautiousness" was most often named as the reason officials are reluctant to talk with reporters. This was cited as a cause 24 times (62 per cent), followed by "distrust of correspondents" (17 times or 44 per cent) and "misunderstanding of media role and/or requirements" (15 times or 38 per cent).

Underwood found in 1960 that "ingrained cautiousness" was named by 79 per cent of the press corps, followed by "shielding by overly protective aides" (67 per cent) and "excessive centralized control of the news flow" (61 per cent).²⁰

In 1970, 15 reporters included "other" reasons in their responses. These were: time pressures on officials (4); officials dislike being annoyed by investigators (1); bias of official for one media or another (1); officials feel they can only lose if they get with the press--they feel safer dealing with reporters through information organizations (2); official interest in the party line (1); refused for genuine reasons (1); all of the above causes (2); don't want to be bothered (2); and it is just easier to shut up (1).

the following for the year 1950:

The respondents were asked what other activities they had engaged in during the year 1950.

Table VIII shows that "political activities" was most often listed as the second activity and followed by "other" activities. This was also the case in 1949. The following table shows the distribution of activities in 1949 and 1950.

Table IX shows the distribution of activities in 1949 and 1950. The following table shows the distribution of activities in 1949 and 1950.

In 1950, the respondents listed "other" as the second activity. This was also the case in 1949. The following table shows the distribution of activities in 1949 and 1950.

TABLE XXIII

WHY OFFICIALS DO NOT TALK WITH NEWSMEN: ALL MILITARY CORRESPONDENTS

Q. What do you think causes officials not to grant interviews or engage in conversations with newsmen? If more than one, rank in order. (n=39)

Reasons	Military News Correspondents									
	(n=39) All Newsmen		(n=28) Regulars		(n=5) Irregulars ^c		(n=6) Mil. Journ. Reporters			
	Total Times Named	Rank	Total Times Named	Rank ^a	Total Times Named	Rank	Total Times Named	Rank	Total Times Named	Rank
Ingrained cautiousness	24	1	17	1	3	1	4	1	4	1
Distrust of correspondents	17	2	11	3	2	4	4	4	4	3
Misunderstanding of media role and/or requirements	15	3	12	2	1	6	2	2	2	6
Fear of reprisal	12	4	6	4	2	3	4	4	4	1
Shielding by overly- protective subordinates	10	5	4	7	2	2	4	4	4	3
Information officers or officials discourage meeting because of sensitive nature of area to be covered	8	6	5	5	1	6	2	2	5	
Officials blame media for current unfavorable public opinion toward military	8	6	4	6	2	4	2	2	6	
Other (SPECIFY): ^b	15	--	12	--	2	--	1	--	1	--

^a If two or more reasons were named the same number of times, rank order

TABLE XXIII (Continued)

was based on number of times named first.

b "Other" responses are listed in the text. None are of sufficient number to compete with rank order of seven reasons in table.

c One irregular said "no problems." Response not included.

“This foundation was ‘no business’ - business was profitable.”

As business grew, the amount of money received by the
“object,” “confidence” was “growing” to the point where the
amount was “growing” to the point where the

amount was “growing” to the point where the

One regular stated, "I'd be surprised if the military did not admonish the press, as the messenger, for bad stories."²¹

Another of the regulars who said the main reason was ingrained "hyper-" cautiousness added:

Many sources, after being burned once by an irresponsible newsman are scared to death to take another chance. This fright decreases in direct proportion with the rise of a source's career. Those at the top feel more secure. It affects us, however, because you don't call a Packard or U. Alexis Johnson at home on a daily basis. You only hit them on a business basis in time of crisis. On a daily basis you normally deal with middle and lower-upper rank men. This simply means a little more mosaic work before you can put a story to bed.²²

"Normally I Leave Hungry"

Reporters were asked, "Once access is gained to an official, does he normally meet your need for information?" Table XXIV indicates that once a newsman gets to see an official, more often than not the information received does not satisfy his requirements or he only gets part of the material he seeks. Only seven reporters (19 per cent) said officials generally meet their need for certain information. Twenty-one of the correspondents (56 per cent) stated it depends, or said officials only marginally meet their need. Nine reporters indicated they rarely, if ever, are satisfied with the exchanges they have with officials.

A few of the typical remarks were:

I generally get most of the information I want. When I don't the reason is usually legitimate, like the material is not available then.

One organic solvent was used in the experiments.

is, as well as

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any woman. After being asked how it was
intentionally women who tried to look so
much like men. This might be the best
possible way to be a woman's friend. There is
the top of the world. It is not as
before you don't call a woman a woman
at home on a daily basis. You can't be a
businessman in the line of things. On a daily basis you
normally don't want to be a woman's friend.
This simply means a little more money and before you
can get a woman to be a woman.

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People will believe that once a person says to you he

[illegible]

986 (1991) 101-110

[illegible]

attitude (usually most easily won for white infants)

1990. Overview of the development of the new world class

It depends on what criteria you use to judge the quality of the work.

1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 26

examined with the following results:

A few of the typical responses were:

I respectfully request that you advise me of the information I want.

TABLE XXIV

NORMALLY GET INFORMATION NEEDED

Q. Once access is gained to an official, does he normally meet your need for information? (n=37)

	Officials Meet Need for Information		
	Generally Yes Completely Apply	Inadequately No Not Often	Adequately Depends Marginally Varies
Correspondents			
Regulars (n=25)	5	7	13
Irregulars (n=6)	--	1	5 ^a
Military Journals (n=6)	2	1	3
Total (n=37)	7	9	21

^aOne "no general rule applies here" included in this category.

Q. That money is being put in circulation, that is correct?

Group/Category	Number of Individuals	Number of Deaths	Number of Survivors
Group A	10	5	5
Group B	15	8	7
Group C	20	10	10
Group D	25	12	13
Group E	30	15	15
Group F	35	18	17
Group G	40	20	20
Group H	45	22	23
Group I	50	25	25
Group J	55	28	27
Group K	60	30	30
Group L	65	32	33
Group M	70	35	35
Group N	75	38	37
Group O	80	40	40
Group P	85	42	43
Group Q	90	45	45
Group R	95	48	47
Group S	100	50	50
Group T	105	52	53
Group U	110	55	55
Group V	115	58	57
Group W	120	60	60
Group X	125	62	63
Group Y	130	65	65
Group Z	135	68	67
Group AA	140	70	70
Group AB	145	72	73
Group AC	150	75	75
Group AD	155	78	77
Group AE	160	80	80
Group AF	165	82	83
Group AG	170	85	85
Group AH	175	88	87
Group AI	180	90	90
Group AJ	185	92	93
Group AK	190	95	95
Group AL	195	98	97
Group AM	200	100	100
Group AN	205	102	103
Group AO	210	105	105
Group AP	215	108	107
Group AQ	220	110	110
Group AR	225	112	113
Group AS	230	115	115
Group AT	235	118	117
Group AU	240	120	120
Group AV	245	122	123
Group AW	250	125	125
Group AX	255	128	127
Group AY	260	130	130
Group AZ	265	132	133
Group BA	270	135	135
Group BB	275	138	137
Group BC	280	140	140
Group BD	285	142	143
Group BE	290	145	145
Group BF	295	148	147
Group BG	300	150	150
Group BH	305	152	153
Group BI	310	155	155
Group BJ	315	158	157
Group BK	320	160	160
Group BL	325	162	163
Group BM	330	165	165
Group BN	335	168	167
Group BO	340	170	170
Group BP	345	172	173
Group BQ	350	175	175
Group BR	355	178	177
Group BS	360	180	180
Group BT	365	182	183
Group BU	370	185	185
Group BV	375	188	187
Group BW	380	190	190
Group BX	385	192	193
Group BY	390	195	195
Group BZ	395	198	197
Group CA	400	200	200
Group CB	405	202	203
Group CC	410	205	205
Group CD	415	208	207
Group CE	420	210	210
Group CF	425	212	213
Group CG	430	215	215
Group CH	435	218	217
Group CI	440	220	220
Group CJ	445	222	223
Group CK	450	225	225
Group CL	455	228	227
Group CM	460	230	230
Group CN	465	232	233
Group CO	470	235	235
Group CP	475	238	237
Group CQ	480	240	240
Group CR	485	242	243
Group CS	490	245	245
Group CT	495	248	247
Group CU	500	250	250
Group CV	505	252	253
Group CW	510	255	255
Group CX	515	258	257
Group CY	520	260	260
Group CZ	525	262	263
Group DA	530	265	265
Group DB	535	268	267
Group DC	540	270	270
Group DD	545	272	273
Group DE	550	275	275
Group DF	555	278	277
Group DG	560	280	280
Group DH	565	282	283
Group DI	570	285	285
Group DJ	575	288	287
Group DK	580	290	290
Group DL	585	292	293
Group DM	590	295	295
Group DN	595	298	297
Group DO	600	300	300
Group DP	605	302	303
Group DQ	610	305	305
Group DR	615	308	307
Group DS	620	310	310
Group DT	625	312	313
Group DU	630	315	315
Group DV	635	318	317
Group DW	640	320	320
Group DX	645	322	323
Group DY	650	325	325
Group DZ	655	328	327
Group EA	660	330	330
Group EB	665	332	333
Group EC	670	335	335
Group ED	675	338	337
Group EE	680	340	340
Group EF	685	342	343
Group EG	690	345	345
Group EH	695	348	347
Group EI	700	350	350
Group EJ	705	352	353
Group EK	710	355	355
Group EL	715	358	357
Group EM	720	360	360
Group EN	725	362	363
Group EO	730	365	365
Group EP	735	368	367
Group EQ	740	370	370
Group ER	745	372	373
Group ES	750	375	375
Group ET	755	378	377
Group EU	760	380	380
Group EV	765	382	383
Group EW	770	385	385
Group EX	775	388	387
Group EY	780	390	390
Group EZ	785	392	393
Group FA	790	395	395
Group FB	795	398	397
Group FC	800	400	400
Group FD	805	402	403
Group FE	810	405	405
Group FF	815	408	407
Group FG	820	410	410
Group FH	825	412	413
Group FI	830	415	415
Group FJ	835	418	417
Group FK	840	420	420
Group FL	845	422	423
Group FM	850	425	425
Group FN	855	428	427
Group FO	860	430	430
Group FP	865	432	433
Group FQ	870	435	435
Group FR	875	438	437
Group FS	880	440	440
Group FT	885	442	443
Group FU	890	445	445
Group FV	895	448	447
Group FW	900	450	450
Group FX	905	452	453
Group FY	910	455	455
Group FZ	915	458	457
Group GA	920	460	460
Group GB	925	462	463
Group GC	930	465	465
Group GD	935	468	467
Group GE	940	470	470
Group GF	945	472	473
Group GG	950	475	475
Group GH	955	478	477
Group GI	960	480	480
Group GJ	965	482	483
Group GK	970	485	485
Group GL	975	488	487
Group GM	980	490	490
Group GN	985	492	493
Group GO	990	495	495
Group GP	995	498	497
Group HQ	1000	500	500
Group HR	1005	502	503
Group HS	1010	505	505
Group HT	1015	508	507
Group HU	1020	510	510
Group HV	1025	512	513
Group HW	1030	515	515
Group HX	1035	518	517
Group HY	1040	520	520
Group HZ	1045	522	523
Group IA	1050	525	525
Group IB	1055	528	527
Group IC	1060	530	530
Group ID	1065	532	533
Group IE	1070	535	535
Group IF	1075	538	537
Group IG	1080	540	540
Group IH	1085	542	543
Group II	1090	545	545
Group IJ	1095	548	547
Group IK	1100	550	550
Group IL	1105	552	553
Group IM	1110	555	555
Group IN	1115	558	557
Group IO	1120	560	560
Group IP	1125	562	563
Group IQ	1130	565	565
Group IR	1135	568	567
Group IS	1140	570	570
Group IT	1145	572	573
Group IU	1150	575	575
Group IV	1155	578	577
Group IW	1160	580	580
Group IX	1165	582	583
Group IY	1170	585	585
Group IZ	1175	588	587
Group JA	1180	590	590
Group JB	1185	592	593
Group JC	1190	595	595
Group JD	1195	598	597
Group JE	1200	600	600
Group JF	1205	602	603
Group JG	1210	605	605
Group JH	1215	608	607
Group JI	1220	610	610
Group JJ	1225	612	613
Group JK	1230	615	615
Group JL	1235	618	617
Group JM	1240	620	620
Group JN	1245	622	623
Group JO	1250	625	625
Group JP	1255	628	627
Group JQ	1260	630	630
Group JR	1265	632	633
Group JS	1270	635	635
Group JT	1275	638	637
Group JU	1280	640	640
Group JV	1285	642	643
Group JW	1290	645	645
Group JX	1295	648	647
Group JY	1300	650	650
Group JZ	1305	652	653
Group KA	1310	655	655
Group KB	1315	658	657
Group KC	1320	660	660
Group KD	1325	662	663
Group KE	1330	665	665
Group KF	1335	668	667
Group KG	1340	670	670
Group KH	1345	672	673
Group KI	1350	675	675
Group KJ	1355	678	677
Group KK	1360	680	680
Group KL	1365	682	683
Group KM	1370	685	685
Group KN	1375	688	687
Group KO	1380	690	690
Group KP	1385	692	693
Group KQ	1390	695	695
Group KR	1395	698	697
Group KS	1400	700	700
Group KT	1405	702	703
Group KU	1410	705	705
Group KV	1415	708	707
Group KW	1420	710	710
Group KX	1425	712	713
Group KY	1430	715	715
Group KZ	1435	718	717
Group LA	1440	720	720
Group LB	1445	722	723
Group LC	1450	725	725
Group LD	1455	728	727
Group LE	1460	730	730
Group LF	1465	732	733
Group LG	1470	735	735
Group LH	1475	738	737
Group LI	1480	740	740
Group LJ	1485	742	743
Group LK	1490	745	745
Group LL	1495	748	747
Group LM	1500	750	750
Group LN	1505	752	753
Group LO	1510	755	755
Group LP	1515	758	757
Group LQ	1520	760	760
Group LR	1525	762	763
Group LS	1530	765	765
Group LT	1535	768	767
Group LU	1540	770	770
Group LV	1545	772	773
Group LW	1550	775	775
Group LX	1555	778	777
Group LY	1560	780	780
Group LZ	1565	782	783
Group MA	1570	785	785
Group MB	1575	788	787
Group MC	1580	790	790
Group MD	1585	792	793
Group ME	1590	795	795
Group MF	1595	798	797
Group MG	1600	800	800
Group MH	1605	802	803
Group MI	1610	805	805
Group MJ	1615	808	807
Group MK	1620	810	810
Group ML	1625	812	813
Group MM	1630	815	815
Group MN	1635	818	817
Group MO	1640	820	820
Group MP	1645	822	823
Group MQ	1650	825	825
Group MR	1655	828	827
Group MS	1660	830	830
Group MT	1665	832	833
Group MU	1670	835	835
Group MV	1675	838	837
Group MW	1680	840	840
Group MX	1685	842	843
Group MY	1690	845	845
Group MZ	1695	848	847
Group NA	1700	850	850
Group NB	1705	852	853
Group NC	1710	855	855
Group ND	1715	858	857
Group NE	1720	860	860
Group NF	1725	862	863
Group NG	1730	865	865
Group NH	1735	868	867
Group NI	1740	870	870
Group NJ	1745	872	873
Group NK	1750	875	875
Group NL	1755	878	877

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Yes, when the official has been through the fire with the reporter, trusts him, and feels he'll not get the "spin" ~~/misquoted/~~.

75-80 per cent of the time I get the information I want. The rest are bombs.

"Most Are Honorable Men Who Don't Lie"
 Or
 "You Trust Your Mother, But You Cut the Cards"
 (A Question of Credibility)

The criticism of DOD news policies throughout the sixties constantly referred to the practice of deception or lying to the press and the public by Pentagon officials. However, as indicated in Table XXV, military correspondents generally do not feel they are intentionally told lies.

Eighteen correspondents or 46 per cent said officials do not give the whole truth, all the time, or are reliable about half the time because of this omission. Seventeen newsmen stated officials are usually reliable or their credibility was good and three said credibility is excellent or officials are almost always reliable. One reporter responded that the entire government's credibility is very bad.

Rather, the credibility problem is based on how reliable sources are in providing all the pertinent facts. The Pentagon press corps as a whole is more concerned with "omission" than lies.

This was strongly stated by almost all the regulars. The entire line of questioning on the subject of officials' credibility was changed after the first few days of

the "Joint Declaration".

15-40 per cent of the time I use the telephone I
want. The rest are letters.

(A Division of Connelley)

The criticism of the new policies throughout the
 various countries referred to the provision of assistance in
 light of the present and the future of European countries.

... ..

Continuing to use that one interestingly bold line.

File 34-10 Aug 68 08 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100 101 102 103 104 105 106 107 108 109 110 111 112 113 114 115 116 117 118 119 120 121 122 123 124 125 126 127 128 129 130 131 132 133 134 135 136 137 138 139 140 141 142 143 144 145 146 147 148 149 150 151 152 153 154 155 156 157 158 159 160 161 162 163 164 165 166 167 168 169 170 171 172 173 174 175 176 177 178 179 180 181 182 183 184 185 186 187 188 189 190 191 192 193 194 195 196 197 198 199 200 201 202 203 204 205 206 207 208 209 210 211 212 213 214 215 216 217 218 219 220 221 222 223 224 225 226 227 228 229 230 231 232 233 234 235 236 237 238 239 240 241 242 243 244 245 246 247 248 249 250 251 252 253 254 255 256 257 258 259 260 261 262 263 264 265 266 267 268 269 270 271 272 273 274 275 276 277 278 279 280 281 282 283 284 285 286 287 288 289 290 291 292 293 294 295 296 297 298 299 300 301 302 303 304 305 306 307 308 309 310 311 312 313 314 315 316 317 318 319 320 321 322 323 324 325 326 327 328 329 330 331 332 333 334 335 336 337 338 339 340 341 342 343 344 345 346 347 348 349 350 351 352 353 354 355 356 357 358 359 360 361 362 363 364 365 366 367 368 369 370 371 372 373 374 375 376 377 378 379 380 381 382 383 384 385 386 387 388 389 390 391 392 393 394 395 396 397 398 399 400 401 402 403 404 405 406 407 408 409 410 411 412 413 414 415 416 417 418 419 420 421 422 423 424 425 426 427 428 429 430 431 432 433 434 435 436 437 438 439 440 441 442 443 444 445 446 447 448 449 450 451 452 453 454 455 456 457 458 459 460 461 462 463 464 465 466 467 468 469 470 471 472 473 474 475 476 477 478 479 480 481 482 483 484 485 486 487 488 489 490 491 492 493 494 495 496 497 498 499 500 501 502 503 504 505 506 507 508 509 510 511 512 513 514 515 516 517 518 519 520 521 522 523 524 525 526 527 528 529 530 531 532 533 534 535 536 537 538 539 540 541 542 543 544 545 546 547 548 549 550 551 552 553 554 555 556 557 558 559 560 561 562 563 564 565 566 567 568 569 570 571 572 573 574 575 576 577 578 579 580 581 582 583 584 585 586 587 588 589 590 591 592 593 594 595 596 597 598 599 600 601 602 603 604 605 606 607 608 609 610 611 612 613 614 615 616 617 618 619 620 621 622 623 624 625 626 627 628 629 630 631 632 633 634 635 636 637 638 639 640 641 642 643 644 645 646 647 648 649 650 651 652 653 654 655 656 657 658 659 660 661 662 663 664 665 666 667 668 669 670 671 672 673 674 675 676 677 678 679 680 681 682 683 684 685 686 687 688 689 690 691 692 693 694 695 696 697 698 699 700 701 702 703 704 705 706 707 708 709 710 711 712 713 714 715 716 717 718 719 720 721 722 723 724 725 726 727 728 729 730 731 732 733 734 735 736 737 738 739 740 741 742 743 744 745 746 747 748 749 750 751 752 753 754 755 756 757 758 759 760 761 762 763 764 765 766 767 768 769 770 771 772 773 774 775 776 777 778 779 780 781 782 783 784 785 786 787 788 789 790 791 792 793 794 795 796 797 798 799 800 801 802 803 804 805 806 807 808 809 810 811 812 813 814 815 816 817 818 819 820 821 822 823 824 825 826 827 828 829 830 831 832 833 834 835 836 837 838 839 840 841 842 843 844 845 846 847 848 849 850 851 852 853 854 855 856 857 858 859 860 861 862 863 864 865 866 867 868 869 870 871 872 873 874 875 876 877 878 879 880 881 882 883 884 885 886 887 888 889 890 891 892 893 894 895 896 897 898 899 900 901 902 903 904 905 906 907 908 909 910 911 912 913 914 915 916 917 918 919 920 921 922 923 924 925 926 927 928 929 930 931 932 933 934 935 936 937 938 939 940 941 942 943 944 945 946 947 948 949 950 951 952 953 954 955 956 957 958 959 960 961 962 963 964 965 966 967 968 969 970 971 972 973 974 975 976 977 978 979 980 981 982 983 984 985 986 987 988 989 990 991 992 993 994 995 996 997 998 999 1000 1001 1002 1003 1004 1005 1006 1007 1008 1009 1010 1011 1012 1013 1014 1015 1016 1017 1018 1019 1020 1021 1022 1023 1024 1025 1026 1027 1028 1029 1030 1031 1032 1033 1034 1035 1036 1037 1038 1039 1040 1041

RECEIVED

which must be removed with this machine

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SECRET CONTAINS THE NAME OF THE SOURCE

2. Very poor.

Refused the following question: Is there any...

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and John A. Jones, Jr., of the University of California, Berkeley.

TABLE XIV

CREDIBILITY OF DEFENSE OFFICIALS

Q. In general, how would you rate the credibility of DOD officials today? (n=39)

Correspondents	Credibility of Officials				
	Almost Always Reliable; Excellent	Usually Reliable; Good	Reliable Half the Time; Don't Give Whole Truth	Seldom Reliable; Never or Bad	Reliable; Very Bad
Regulars (n=27)					
Daily Newspapers	--	7	3	--	--
Wire Services	--	1	3	--	--
Newspaper Chains	1	2	--	--	--
News Magazines	1	--	2	--	--
Radio-TV	--	1	3	--	-- ^a
Spec. Int. Pubs.	--	1	1	--	1
Sub-Total	2	12	1	--	--
Irregulars (n=6)	--	3	3	--	--
Military Journals (n=6)	1	2	3	--	--
Total ^b (n=39)	3	17	18	--	1

^a Answered that all of government in Washington has very bad credibility.^b One of the electronic media representatives said, "Can't generalize; depends on the topic."

ANALYSIS OF THE DATA

The first step in the analysis of the data is to determine the distribution of the data. This is done by plotting the data on a graph and looking for any patterns or trends. The next step is to calculate the mean and standard deviation of the data. This is done by using the following formulas:

$$\text{Mean} = \frac{\sum x}{n}$$

$$\text{Standard Deviation} = \sqrt{\frac{\sum (x - \text{Mean})^2}{n}}$$

ANALYSIS OF THE DATA				
Variable	Mean	Standard Deviation	Minimum	Maximum
Age	25.5	3.5	20	30
Gender	0.5	0.5	0	1
Marital Status	0.5	0.5	0	1
Education	12.5	1.5	10	14
Income	2500	500	1500	3500
Expenditure	1500	300	1000	2000
Savings	1000	200	500	1500
Debt	500	100	0	1000
Assets	1000	200	500	1500
Net Worth	500	100	0	1000

Variable	Mean	Standard Deviation	Minimum	Maximum
Age	25.5	3.5	20	30
Gender	0.5	0.5	0	1
Marital Status	0.5	0.5	0	1
Education	12.5	1.5	10	14
Income	2500	500	1500	3500
Expenditure	1500	300	1000	2000
Savings	1000	200	500	1500
Debt	500	100	0	1000
Assets	1000	200	500	1500
Net Worth	500	100	0	1000

The results of the analysis show that the data is normally distributed. The mean and standard deviation of the data are as follows:

Variable Mean Standard Deviation Minimum Maximum

interviewing because newsmen said that no Defense official will stand up and intentionally lie to a newsmen. The original line of questions based credibility on the "accuracy and truthfulness" of Defense information. But as one reporter said: "We really should be concerned with how truthful they are in giving all the information--reliability is the key. Our sources in the Pentagon don't lie. It's more an omission."²³

Initially, reporters were asked to evaluate credibility of several categories of officials (OASD/PA, military service information organizations, responses to inquiries, etc.). After getting the same basic response from several newsmen the question simply was left at "In general, how would you rate the credibility of DOD officials today?"

The regulars recognized two basic problems relevant to DOD's credibility. Many said that officials are told to answer only what has been asked by a newsmen. The other problem is defining "truth." Quite a few reporters stated that the military establishment is composed of human beings who think they are doing the correct thing by omitting certain information and justify their motives by saying, "I haven't lied. None of the information I gave out is false. There's just more to it that the press doesn't really need to know about." There were some, however, who simply said DOD officials are honorable men who try to get it as

interviewing business men and that no business officials
will stand up and intentionally lie to a newspaper. The
original line of questions based exclusively on the
"accuracy and correctness" of business information, and no
one reported said that really should be concerned with the
truthful they are in giving all the information available
in the way. One business firm the company was a little bit
more so because.

Initially, reporters were asked to prepare questions
list of several categories of business inquiries,
initially various information organizations, companies or
individuals, etc.). After getting the same results responses
from several sources the question simply was left as it
was. Now would you have the possibility of the elimination
today?

The business community has been a problem since
the 1930's. They said that officials are still in
control only what has been said by a newspaper. The point
is that the business community is engaged in some degree
that the military establishment is engaged in some degree
who think they are doing the correct thing by not giving
certain information and justify their answer by saying "I
don't know." One of the limitations I have met is that
there's just more to it than the given facts. They want
to know more. They want more, however, the simply said
the officials are honest and you can see it as

straight as they can:

Their credibility today is pretty good. The government /DOJ/ tries to tell the press reliable stuff. But the trouble is what is truth and to whom? Each /official/ thinks he's right.²⁴

Henkin admits that wrong information may be given out at times, but not on purpose. "If we are wrong, we will admit it. We are careful, and work hard to provide only truthful information. We may give out information we think is right, but is wrong. But it's just like a newspaper that prints a correction. The newspaper didn't make the error on purpose," he said.²⁵ Henkin told the author that such mistakes are quickly corrected.²⁶

Referring to source credibility, a radio correspondent added:

Again, you use all of them /sources/, but you cross-check. Even those who will not lie, make honest mistakes, either because of haste under the gun, or not being privy to a certain key piece of information. You trust your mother, but you cut the cards.²⁷

A wire service correspondent said, "It's not a problem of lies. Half-truths and omission are the biggest problems."²⁸ A news magazine reporter feels officials are all individuals. "There's truth and there's political truth. Laird is a politician," he said.²⁹ One television newsman said, "Eighty per cent of the people I talk to, I know aren't telling me the complete truth."³⁰

Contrasting the previous administration, a radio correspondent said, "It's /credibility/ not as good as 18 months ago. Vietnam and the ABM /debate/ hurt credibility.

But frank discussion of the My Lai incident helped to build up credibility."³¹

A few newsmen made specific reference to the differences between military and civilian officials. A regular with a newspaper chain said, "Overall, credibility is good. Usually the military [official] is a little more reliable. I get straighter answers from them; non-political answers."³²

Others agree and add that there is more of a tendency for civilians in OSD to distort information.

A daily newspaper correspondent summed up the problem in one succinct phrase. He said, "We're not given lies, but VASTNESS."³³

The following viewpoint exemplified the responses of several regulars: "Credibility also is affected by reporters, especially irregulars. They don't give an adequate picture of things."³⁴

Another Question of Credibility: December 1970

On December 2, 1970, the Associated Press ran a story by one of its Pentagon correspondents which editorialized:

Since taking office nearly two years ago Secretary of Defense Melvin R. Laird has been particularly sensitive about any doubts cast on the credibility of the Pentagon.

Laird periodically likes to remind newsmen of his efforts "to restore and maintain the credibility of this department." He cites the establishment of daily

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1. For the purpose of the present investigation, the following data were collected:

1. The first of these is the fact that the Government has not yet decided whether it will accept the offer of the United States to purchase the rights in the patent for the atomic bomb. This is a very important decision, and it is one which the Government should make as soon as possible. The second of these is the fact that the Government has not yet decided whether it will accept the offer of the United States to purchase the rights in the patent for the atomic bomb. This is a very important decision, and it is one which the Government should make as soon as possible. The third of these is the fact that the Government has not yet decided whether it will accept the offer of the United States to purchase the rights in the patent for the atomic bomb. This is a very important decision, and it is one which the Government should make as soon as possible.

The following information was obtained from the records of the Bureau of the Census, Department of Commerce, Washington, D. C., and is being furnished to you for your information.

THE UNIVERSITY OF CHICAGO
CHICAGO, ILLINOIS 60637

1. The first of these is the fact that the Commission has not yet received any information from the Government of the United States regarding the activities of the Committee for the Liberation of the Americas (CLA) in the United States.

Pentagon news briefings and the abandonment of background briefings attributable only to unnamed sources in favor of his frequent on-the-record news conferences.

But, despite these efforts, the credibility issue is haunting the Defense Department, just as it did during the years of President Lyndon Johnson's administration.

Three cases stand out in which it appeared the Pentagon was saying one thing and doing another: The U. S. bombing raids in Cambodia, the denial that U. S. ground combat troops were in Laos, and last week's disclosure of the dramatic commando raid near Hanoi.

When it was disclosed last spring that U. S. planes were hitting North Vietnamese and Viet Cong targets in Cambodia, congressional opponents of the war feared the new action represented deepening U. S. involvement in Southeast Asia.

But the Pentagon insisted the raids were being carried out only to cut off enemy troop concentrations and supply lines which spokesmen said threatened U. S. forces in South Vietnam.

It wasn't until newsmen in Cambodia witnessed U. S. planes flying support for Cambodian ground troops that the Pentagon acknowledged the air strikes were incidentally helping Cambodians.

As for U. S. troops in Laos, it has become common knowledge that some American forces are in that country, but the Pentagon refers to them as advisers and not "ground troops."

Laird acknowledged last week the reason he decided to tell of a daring but unsuccessful commando effort to rescue American prisoners of war was to avoid a credibility problem after the North Vietnamese accused the United States of bombing civilian targets in the Hanoi area.

In his initial explanation, Laird said only that Navy planes dropped flares along the North Vietnamese coast to divert the enemy's attention from the commando raid.

It wasn't until after President Nixon let word slip at a Thanksgiving Day dinner for wounded servicemen that the Pentagon confirmed U. S. fighter-bombers hit targets in the POW camp area.

in favor of his opponent and the record was changed.

and the fact that the Government is not in a position to pay the interest on the loan, it is not possible to make any further advance of the loan.

These women stand out in which is apparent the
language was being used and being written. The
U. S. Bureau of Census in Washington, D. C.
giving birth records were in hand, and that was a
statement of the Bureau's records that were made.

There is one additional fact mentioned about the 1941-42 season
when the first Japanese and the only enemy in
the Pacific Ocean was the Japanese. It was the only time
that the Japanese were the only enemy in the Pacific Ocean.

But the telephone indicated the radio was being
checked out only to the old house from Commercial
and supply lines which experienced with thousands of W.
thousands in South America.

It was a small house in the middle of the town. The house was built of wood and had a thatched roof. The house was built on a hill and was surrounded by a fence. The house was built in the middle of the town and was surrounded by a fence. The house was built in the middle of the town and was surrounded by a fence.

and one "young woman".

On the basis of the above information, the Commission has concluded that the information provided by the respondents is sufficient to establish that the respondents have not complied with the requirements of the Act. The Commission has therefore issued orders of contempt against the respondents and has referred the matter to the appropriate authorities for further action.

It is the individual's responsibility to ensure that the information is accurate and complete. The individual should also ensure that the information is not used for any other purpose than the one for which it was provided.

10 years' work with the British Council in the field of cultural relations between the United Kingdom and the United States. He was also a member of the British Council's Advisory Committee on the United States and was a member of the British Council's Advisory Committee on the United States.

So, as it has on several occasions throughout the Vietnam war, the Pentagon wound up confirming in part, charges made by Hanoi.

Why didn't Laird tell the senators and the public about the air strikes?

"Now, I answer questions, but I only answer the questions that are asked . . . and that particular question was not asked," he told a news conference Monday. "Otherwise," he added, "I think you'll find that I've been as forthright as one could possibly be in answering all questions."³⁵

The article, authored by Robert A. Dobkin, is reproduced for the sole purpose of illustrating that (a) Laird's efforts to maintain good credibility are recognized by the media and (b) that the regulars at the Pentagon are critical at times of DOD officials.

This one wire story does not necessarily reflect a change in attitude on the part of military news correspondents with respect to Defense officials' credibility. The first two incidents mentioned in the copy above happened before the interviews were conducted and mail-questionnaires were sent to reporters.

The author talked by telephone with one of the regulars shortly after the third incident and received some additional data by mail in December; neither of which reflected any major change toward the general credibility of officials.

OASD(PA) vs. the Services

When comparing OASD(PA) with the military services' information organizations, some regulars said there is

little difference in credibility between them. Others stated officials in OASD(PA) have a higher credibility because they are not reluctant to speak out and do not have to worry about being "bounced," while others said military information officials have better credibility because they have to try harder because they are scared to get "bounced."

One reporter pointed out good points in both: "There's a slight difference, especially if only one service is involved. The services often put out more information than DOD, but they have the tendency to de-emphasize bad things. However, OSD makes up for it. Neither is perfect."³⁶

One of the irregulars expanded his feelings on credibility to include the entire process of dealing with officials:

My answers . . . indicating I regarded Pentagon sources as reliable half the time means that the other half of the time they are lying to me. My opinion of them is very low, and it requires effort on my part to sit through a conversation with most of them. Candor is lacking, completeness and open-ness in responding to a question comes only when the source thinks a "pro" story is going to emerge. Conversations on the most mundane topics are often "classified"--even if there is no earthly reason for them to be. Information officers frequently arrange interviews with other information officers--you have to demand to see a line policy maker--and then you get him with an information "monitor" present to make sure he doesn't say anything. In general, the Pentagon, to me, is a disinformation factory!³⁷

Modify Information?

Half of the regulars (14) were asked if they consciously modify information based on their own evaluation

little difference in composition between them. When
 these elements are mixed, a higher percentage
 because they are not exposed to space and in the past
 to worry about being "burned." With others will always
 information officials have better opportunity because they
 have to try harder because that the result is not "burned."

The reports pointed out good points in their

"There's a slight difference, especially if only one

service is involved. The service shows for our own

information that they have the tendency to be

superior and things. However, the same is not all

different in nature."

One of the important reasons for this is

readily to include the entire process of working with

officials

It seems to me that the difference is

because as officials have the same work the same

half of the time they are paid to be. It seems to

them is very low and it is very hard to get to

get through a communication with them. There

is feeling, neglected and ignored in comparison to

a question about what they think about a "job"

every is paid to be. Communication to the same

another people are often "neglected" when it comes to

to really know the idea as in. Information officials

especially those involved with their information

officials--you have to know the idea as in. Information officials

and then you get the idea as in. Information officials

Grants to make sure in health and welfare. It

General, the President, he has a responsibility

responsibility

of source credibility. All but one said they did. The newsmen stated if they are unfamiliar with an official, they will check more sources to ensure the information is correct. The problem is not as acute if they know who will give them a straight answer--and most of them feel they know.

A newspaper correspondent said, "I might check more sources, but won't change information because I think a source is wrong."³⁸ Another regular with a newspaper chain stated: "Certainly I assess information based on source credibility. I'll believe Laird over a military information officer. He's Laird the higher official and ought to know."³⁹

"He Knows the Boss Knows"

Twenty-three regulars were asked if they thought officials are "fearful of reprisal" if they are candid in expressing their views, even if they differ with current DOD policy. Seventy per cent of the newsmen (16) said they are. Most frequently mentioned as the reason for this fear was that it is a holdover from the McNamara period. Also, reporters suggested that the general conservative nature of military officers makes them even more cautious than civilian officials. The Navy was singled out by many to be more cautious than other services.

One of the regulars gave an example of how this fear is displayed:

of source credibility. All but one said they did. The
 reasons stated by those who indicated with an official
 they will check were based on the fact that the information is
 correct. The reason is not as much as they know who will
 give them a reliable report and not as they feel they

know.

A newspaper correspondent said, "I might check with
 someone, but not a source. Information because I think a
 source is wrong." ¹⁸ Another reporter with a newspaper said
 "usually I make a telephone call to a source
 usually. I'll believe what they say over a telephone
 than others. We're giving the higher officials and only
 to know." ¹⁹

"I know the fact that"

Twenty-three percent said they did not check
 officials are "known as reliable" or they are known to
 reporting their views. Most of the others with certain
 DOB policy. However, for most of the reasons (1) said they
 are. Most frequently mentioned as the reason for this was
 was that it is a subject from the newspaper. Also,
 reporters reported that the general community's interest in
 military officials and that they were not reliable.
 civilian officials. The fact was checked out by many as in
 more reliable than other sources.

One of the reasons given for not checking is that

there is a possibility

I was going to have lunch with a three-star admiral. It was canceled abruptly. It was explained that an article . . . in the Washington Post about a submarine . . . had caused some inquiry as to the source. The admiral felt that it was unwise to be seen with a newsmen. Nobody said to the admiral, "Don't see that guy." But he just called it off.⁴⁰

A network TV reporter said:

Officials are fearful concerning policy matters. The general conservative attitude of the military is "tell reporters only what they/military/ think the press needs to know." Military men are more tight lip now; civilians not. They are more wide open because they want Laird's view promulgated in the press.⁴¹

One newspaperman's remarks were typical:

Sure. I've had enough people say "don't get me in trouble by the way you write this" to think that there's a feeling that something bad may happen. This, I think, is frequently a nervousness about how their views are presented--either accurately or if on back-ground basis, not to identify him. And I would think, just knowing how government works, that a guy might grant an interview with somebody and not know quite how it's done; then get a phone call the next morning from his boss saying, "hey, what did you tell that reporter?" That's one of the things that leads to the prevalence of the monitoring system.

I've found some military officers quite candid; especially if they know they're not going to be quoted. I think a slight tendency for civilians to talk to what they think is in conformity with government policy.

I would expect assistant secretaries to talk in conformity with current government policy, whereas some admirals and generals may speak in broader sense that would be more critical of current policy-- perhaps a tendency to be more candid in that sense. Yet sometimes there's a tendency of the military not to talk at all, but once you get to see them, they are frequently quite candid.⁴²

OASD(PA) -- Information Center
or "Disinformation Factory?"

Greatest Contribution?

Thirty-seven reporters were asked what they thought is the singularly greatest contribution OASD(PA) makes to the military correspondent? Responses from thirty-seven newsmen fall into three broad categories. Forty-six per cent (17) said OASD(PA) best serves the reporter by being a "responsive giver" of information requested. This includes: answering queries; explaining or giving guidance and background material on sensitive or complicated subjects and major issues; and, as a wire service correspondent said, "transmit information which is determined somewhere else to be releasable and answer reporters' questions. Their job is not to originate information, but be responsive."⁴³

The remainder of newsmen were evenly divided between thinking the greatest contribution is (a) "just being there" and (b) acting as a "liaison" between reporters and officials. Twenty-seven per cent of the newsmen (10) said OASD(PA) provides a central point of contact for routine news without which they could not keep up with daily military affairs. Thus "just being there" and making routine material available is an important ingredient to the reporter's ability to adequately cover DOD.

A daily newspaper correspondent said, "I don't

think we could cover DOD without them /OASD(PA) officials/.

The Pentagon is too big.⁴⁴ One news magazine writer added to this feeling:

The greatest contribution is being there to deal with the press. They have to answer something--it's the apparatus that's a help. If they weren't there, a reporter would be dealing with people who might be nice and give a similar answer but was not required by the nature of his job to do it.⁴⁵

The remainder of the press corps (10) said OASD(PA) best serves the correspondents by acting as a liaison or link between the press and Defense officials. Singled out most frequently is that OASD(PA) can arrange interviews with officials when a reporter is unsure who is the best contact on a given subject or when he wants to talk with one of the higher ranking officials.

Several noted this liaison function saves the reporter time that he could better use in other ways:

By finding people and information for me when, in the case of people, I have no sources in the specific area, or, in the case of information, my needs are for unclassified, factual material, the gathering of which would take more time than justified.⁴⁶

Quite often, reporters find officials will not even talk to a newsmen unless the reporter has made arrangements for the interview through OASD(PA).

One of the irregulars said:

OASD(PA) is the essential source of routine information or information which the administration wants released. In the case of so vast an organization, newsmen would find it extremely difficult to operate without the help of such an office.⁴⁷

China we could easily find out the situation. The situation is not very different from the situation in the United States.

added to this feeling.

The Chinese government is doing its best to help the people. They have to do so because of the situation. The Chinese government is doing its best to help the people. They have to do so because of the situation. The Chinese government is doing its best to help the people. They have to do so because of the situation.

The situation of the Chinese people is not very different from the situation in the United States.

Best wishes for the Chinese people. The situation is not very different from the situation in the United States. The Chinese government is doing its best to help the people. They have to do so because of the situation. The Chinese government is doing its best to help the people. They have to do so because of the situation.

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Putting Forth a Good Image

Twenty regulars were asked what they thought DOD policy-makers (excluding OASD(PA) officials) believe is the primary mission of OASD(PA). Almost half (9) said it is to make DOD look as good as possible or put the Pentagon in the best light, even when things go wrong, or simply to "create a favorable image." One network TV correspondent stated he feels the mission is to "put out as much information as possible that will do the military some good. Public affairs is public relations--that's part of the game we play."⁴⁸

Many, however, said that officials view OASD(PA)'s mission in more legitimate terms, such as maintaining the channel through the central information office to inform, explain, and justify the activities of DOD. While some reporters specifically mentioned that officials simply want OASD(PA) to be the channel through which they can express their views and get them accepted, several reporters agreed it should be this way since every other government agency does the same thing.

Many said Laird's experience as a congressman (R-Wis.) made him well aware of the importance of the media. They added he uses them, but uses them fairly. Four of the regulars made specific comment that Laird is sincere in trying to get the Defense story to the public and get as much information as possible to the press.

1992-1993

primary studies of treatment. About half (5) said it is not helpful, none (0) said it is helpful, and none (0) said they do not know.

CONFIDENTIAL

The above information was obtained from the files of the FBI.

*STUDIES IN THE HISTORY OF THE UNITED STATES

Approved by the Board of Directors on 11/11/11

Also as provided you will be the subject of a report.

we have

Step 1: $\text{H}_2\text{O} + \text{H}^+ \rightarrow \text{H}_3\text{O}^+$

Classification is made according to the following scheme:

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Figure 1. Schematic diagram of the experimental setup.

Downloaded At: 11:53 11 September 2009

Source: The United Nations Development Programme and the World Bank.

It should be noted that the above information is for informational purposes only and should not be used for any other purpose.

loss the most thing

Journal of Management Studies, 1986, 23(1), 7-10.

10-11-12 (11-12-10) 10-11-12 (11-12-10)

They agreed to meet regularly and discuss their work.

10. *How do you feel about the results of the study?*

Yours very truly,
Wm. Lloyd Garrison

One news magazine writer said high ranking officials see the mission simply in straightforward terms of providing Defense information to the public:

But this administration [talking about Laird] came in with a couple of concerns. Officials wanted to cut the credibility gap. They came in with the impression that the public was being manipulated by OASD(PA) and they wanted to stop that. They feel public affairs material can be both information and propaganda, but they try just for information.⁴⁹

The Funnel--A Help or Hindrance?

Correspondents were asked if they felt the central control over news dissemination as it exists today--having military information funnel through OASD(PA)--hinders or helps their ability to cover the Pentagon.

As illustrated in Table XXVI, about half of the regulars (11 of 23) said it hinders, one-quarter said it helps them and the rest stated it makes no difference. However, nine of 11 irregulars and military journal correspondents said the central control hurts their ability to report military affairs.

Overall, only about one-fifth (7) of the correspondents stated it actually works to their advantage. An equal number think it does not affect their ability to report, and the majority (59 per cent) find their job more difficult because of DOD's central control of military information.

On routine matters, reporters said the existing system works well and saves them time by going to OASD(PA).

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of providing system information to the user.

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(continued from page 60)

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Source: *Journal of the American Statistical Association*, 1970, 65, 1, 1-11.

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TABLE XXVI

CENTRAL CONTROL OF NEWS HELPS OR HINDERS?

Q. Do you feel that the central control over news dissemination as it exists today--having military information funnel through OASD(PA)--hinders or helps your ability to cover the Pentagon? (n=34)

Correspondents	Central Control Helps or Hinders?		
	Helps	Makes No Difference	Hinders
Regulars	6	6	11
Irregulars	1	1	4
Military Journals ^a	--	--	5
Total (n=34)	7	7	20

^aOne "don't know" response not included.

But newsmen stated when a correspondent wants to get the military services' side of an issue, he finds it takes too long to go through OASD(PA) channels. He will try instead to get his material directly from the service involved. This does not always mean he gets service cooperation. Reporters said military officers are reluctant to talk around OSD.

A wire service reporter summed up the majority feeling:

There should be some control. But now the services are reduced to eunuchs. It hasn't changed since McNamara. It was instilled and it stayed. This setup is a cumbersome thing. I think DOD should simply give policy and let the services answer a newsman's queries directly. Most newsmen go to the services direct anyway; can't plug up all the holes. But now the information officers in the services clammed up.⁵⁰

Policies and Procedures

Regulars were asked if they are generally satisfied with the current DOD information policies and procedures. More than two-thirds responded negatively. These 16 newsmen were asked why they are dissatisfied. Print-oriented reporters said that information and officials are not forthcoming enough.

Although the mechanics are established in the organization of OASD(PA), reporters suggested that information and top level military experts are not readily available to the press, which makes it increasingly difficult to adequately report on Pentagon activities.

But someone asked when a correspondent wants to get the military services' side of an issue, he finds it more than likely to go through several channels. He will try instead to get his material directly from the service involved. This does not always mean he will receive cooperation. Reporters said military officials are reluctant to talk around him.

A military service reporter summed up the military

feeling:

There should be some respect. But now the services are looked on somewhat. It hasn't changed since yesterday. It was handled and it stayed. This was a common theme. I think you should really give policy and let the services know a commander's position. Most women go to the service class anyway. Let's give up all the noise. But now the information officers in the services almost up to

thoughts and feelings

Reporters were asked if they are generally satisfied with the service and information officers and commanders. Most of them said they were satisfied. There is more than one opinion regarding reporters. Some in some are very good why they are dissatisfied. Some say reporters said that information and officials are very

frustrating enough.

Although the members are satisfied in the organization at GAO (GA), reporters suggested that information and top level military reports are not readily available to the press. Some said it is increasingly difficult to adequately report on foreign matters.

Reporters said that on key issues or new hardware systems they are not exposed to military experts who are capable of putting things in perspective nor are they getting the military services' views on major events:

The tendency has been to centralize that kind of thing in a few civilians while the military was given the back seat. Laird has said he's trying to get them back into the picture but I haven't seen any real evidence of it. We've not had a real press conference with any of the service chiefs in a long time.⁵¹

The electronic media are not satisfied with the procedures set up to meet their special needs. They expressed concern over the fact that OASD(PA) is primarily print-oriented and consequently they are treated like second-rate citizens: "I don't see why audio-visual guys [newsmen] have to be treated as a separate entity."⁵² Another comment was: "Nobody understands TV. They expect us to deal through the audio-visual branch [the section in OASD(PA) structured to assist radio-TV reporters]. That's just one more layer between the reporter and the news and should be eliminated. We should be treated as equals."⁵³

One correspondent expanded on this view:

We give them [audio-visual branch personnel] a query. They take it to DDI [Directorate for Defense Information]. I don't see the point in two desks. There's no advantage. Although people are very friendly when you ask them something, they say, "Just a minute, I'll go check with DDI." It's just another stumbling block. Maybe they need it in their organization, but I certainly don't need it in mine.⁵⁴

The radio-TV correspondents also felt they are often overlooked when a "flap" occurs. Part of this problem

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stemmed from their physical location. Until Fall 1970 they were situated in an office some distance from the main press room. During a fast breaking story the electronic media were sometimes forgotten and officials would only give initial key announcements to print media, according to reporters. They have since been relocated in new quarters adjoining the press room.

In summary one of the regulars said:

There is a general lack of interest in getting information out; no drive or desire to get information the press desires--a general brushing off of the problem. The motivation has changed over the years which has resulted in getting less information to the press because they /OASD(PA) officials/ don't want to upset the cart.⁵⁵

Performance of DDI

More specifically, regulars also were asked if they are generally satisfied with the routine performance of the news division (DDI) of OASD(PA). Half (12) said they are not, more than one-third (9) answered yes, and three said they are "only sometimes" or specified that it depends on the situation.

Those who responded negatively were asked with what were they dissatisfied. The main criticism was that DDI slows things down rather than expediting the flow of news. The inquiries that reporters submit to DDI are most often cited as an example: "The process is too slow, especially with written queries. They take forever. It doesn't seem

necessary."⁵⁶ Another said, "They have too many people out there /in DDI/. . . . Although I normally go through the services, if I have lots of time and it's nothing urgent, OASD(PA) helps."⁵⁷

They also are dissatisfied with public affairs officers themselves. They feel while there are exceptions, as a whole PAOs do not make an exerted effort to aid newsmen in gathering news: "It depends a lot on the IO /information officer/. Some are great. They know the business and do their homework. Others sit around reading magazines."⁵⁸

"No Rich Details"

Several regulars said that information officers in OASD(PA) do not try to get details needed for stories. Since many Defense officials will deal with the media only through PAOs, newsmen suggested the information officers should make it their job to delve into a topic and get the "meat" information required.

Military Services' Information Organizations "The Power of Negative Authority"

The regulars said that during the last 10 years, the service information offices have been continuously weakened. Newsmen suggested that more and more of the services' responsibility and authority were chipped away as the grip on the flow of information was tightened by the

[illegible]

They also are characterized with public relations officers. They find that there are many as a whole with the way we treated others in the past. Now in particular, we "is exposed a lot on the way. Information on others. There are many. They have the changes not on their own. Before the second meeting.

There is information available.

[illegible]

Office of the Secretary of Defense (OSD). Most recognize that the services' role in the newsgathering process could be extremely significant, but agree that today it is not.

"The Cuban missile crisis [October 1962] really was the beginning of it all," said a veteran military correspondent. "Nobody but Sylvester could put out anything. Things have never gotten changed back to the services having openness."⁵⁹

Newsman generally agree that McNamara's "one-voice" philosophy greatly reduced--and has nearly stifled--the services' ability to independently communicate with correspondents:

The Kennedy period was the point in time that started the decline. Things were better, more valuable before then. I think what's happened is that the great centralization of news dissemination in the Pentagon has resulted in degrading the kind of IOs that you're getting.

This has to do with the lack of incentive. The quality of people reflects this lack of incentive. IOs are not encouraged to develop rich sources of information or rich details surrounding a story. They are encouraged not to answer questions orally, but through written answers that have to go through the chain [of command].⁶⁰

Going through the chain of command in order to get a response or release "chopped" (approved) is a sore subject to just about all the correspondents. They said the delays caused by this procedure are unwarranted. Commenting on the service information organizations, a newspaperman said:

The services can be very good when you ask a question they want to be asked and awfully bad if you are after something that's embarrassing. Just have to

Office of the Secretary of Defense (OSD). From everything
that the services' role in the contemporary process could
be extremely significant, but what they do is not.
The Chief of Staff (CDS) is not really
the beginning of it all." said a senior military source.
According to the sources, the services could not do anything.
Things have been changed back to the services
having opinions.

However, generally, the services' "operational"
philosophy is very different--and has nearly killed the
services' ability to independently communicate with senior
officials.

The primary point was the point in time that
started the problem. Things were better, more realistic
before then. I think what's happened is that the three
services have been eliminated in the process
has resulted in separating the role of the services
getting.

There has to be with the lack of incentive. The
quality of service is not this lack of incentive. The
are not motivated to develop and source of information.
There is this lack of incentive. They are
encouraged not to answer questions directly, but through
written reports that have to go through the chain of
command.

Going through the chain of command is what is not a
response or release "request" (approved) is a case subject
to them about all the correspondence. They wait the things
owned by the services are maintained. Commanding on
the services information organization, a management unit.

The services are in very good when you ask a
question they want to be asked and actually tell you
the kind of information that's relevant. That's not in

keep pushing them, but not always easy to succeed. Like any large organization, you have too many people involved; too many layers to cut through.

Sometimes reporters run up against the power of negative authority; that is, too many people in position to say no, but not enough people in authority to say yes. I find often if you get to the top first--the guy who's not scared to death--your chances are better of getting an answer.⁶¹

Newsman stated that this "power of negative authority"; the degradation of responsibilities vested in service secretaries and service chiefs; and the lack of motivation that exists in most military PAOs at the Pentagon have all led to the demise of the proper function of the military services and their information organizations. The press owe this to OSD's stifling of independent dealings with the media during the 1960's. One of the veteran military regulars described how he evaluates the effect of the sixties:

Officials today still see the danger of service squabbling again. I don't think that's true. We have become alienated from the services. Except for one or two guys, I don't get to see service information people much any more. But even when I do, don't really get much. No new ideas are generated by the PAOs any more.

The military, including CHINFOs, have been told to stay out and have been pushed into the background. This is not a complacency or apathy on military's part, but just a recognition of their new role. It boils down to this: if you don't exercise the function of that particular faculty you have of providing information, after a while you lose incentive to use that faculty. After a while that faculty disappears. Today, information service offices no longer have the capabilities they used to have to turn out information.⁶²

As the result, the regulars said that the conservative nature of the military, the unfavorable public reaction

to Vietnam, and the tendency on the part of OSD during the sixties to keep the military services in the background, all have made getting meaningful information from the services extremely difficult.

This is further taxing on several reporters who said military officials know more about their field of specialty than their civilian counterparts in OSD.

Another regular expressed how PAOs let the official down at times:

I would think the CHINFOs /chiefs of service information offices/ would be more sophisticated than they are today. They should realize that if officials in the military would bust loose for just twenty minutes with a reporter recommended by a service PIO it would be worth it; it pays off. . . . What they don't know is that 50 per cent of a "flap" is in the newspapers. If they bust loose for 20 minutes today, a lot of their flap two days from now would be down.⁶³

Correspondents, however, find it hard to generalize about military PAOs: "You'll usually find one or two guys /in each service information office/ that are very good and try very hard." Another said, "Civilian PAOs are not as good as military IOs, excluding high officials."⁶⁴

Most said if it were not for the PAOs they deal with most frequently, usually on an informal basis, quite often they would have even greater difficulty trying to get the military services' side of an issue:

Military people feel they're running the tread mill. But you do find dedicated people. It is especially good if the services get one man and make him an expert in a field so he wins the confidence of officials. This helps the press. Often PAOs fail because they don't understand something or just aren't interested.⁶⁵

to visitors, and the tendency to the part of the visitor to
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No overt attempt was made to ascertain views on how newsmen rank the performance of individual service information organizations because not all correspondents have had equal exposure to each service. But during the course of the interviews, several regulars volunteered their impressions. Although no generalizations are attempted based on the several remarks made, they at least offer some insights into the service information offices.

However, the regulars were asked if they perceived any difference in credibility between the services.

Generally none were noted. But one veteran regular said:

Credibility is about the same between OASD(PA) and service information organizations. The tendency of service IOs is to cover up. These are usually new IOs in the Pentagon. They would do better for their boss if they simply were straight with the press.⁶⁶

Another experienced regular stated: "PAOs generally make an effort to dispose of a newsman in a 'satisfactory' manner only."⁶⁷

A news magazine writer described PAOs this way:

In the military, there is more experience in the information business. Military officers have had 10 to 20 years experience. There's more turbulence on the civilian side. . . . A real danger in public affairs is that to do the job, the IO must satisfy the needs of someone /reporter/ who doesn't control his /IO/ pay.⁶⁸

Some volunteered their impressions as follows:

a newspaper reporter said the Army was best overall; a newspaper chain correspondent ranked the Army as being "most open," then Marines, Air Force, and Navy in that order; a reporter for a news magazine put the Navy first

No overt attempt was made to establish views on how
 between with the Government of Indonesia. The
 after organizational changes and all correspondence have had
 equal exposure to each service. Not during the course of
 the interview, several requests were received that infor-
 mation. Although no formalization has been made based on
 the several formal notes, they at least allow some insight
 into the service information offices.

However, the reports were asked if they perceived
 any difference in reliability between the services.

Generally none were noted. The two service reports with
 reliability is found the same between (MILITARY) and
 service information organizations. The similarity of
 service is to be noted. These are usually not the
 in the language. They would be better for most cases
 if they could be written with the same.

Further questions were asked. When necessary,
 make an effort to discuss of a number in a "reliability"
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A more detailed review of the data was

to the military, which is with experience in the
 information provided. Military Division has had 10
 to 20 years experience. There is some experience on the
 military side. A total of about 10 years experience is
 found in the field. The data was mostly the same as
 service information, the data's content was the same.

Some volunteered that information is follows

a computer request and the data was sent over to a
 computer again management. There is some in some
 "and over" from military. All points are very in fact
 order, a request for a new system has been made.

and Army a close second with the Air Force last; and a TV newsmen ranked them (1) Navy, (2) Army, and (3) Air Force.

Others brought up differences between the services' information structures or PAOs in various contexts:

It's hard to generalize. Some PAOs are very good; others are useless. The Navy as a rule takes longer to get answers. Air Force is best for me--perhaps because I deal more with them. The Navy goes through so many chops; their answers are so wishy-washy, they're not worth anything. I deal less with Marines. Army officers in BDI are best of any service. They really stay up on things. The backgrounding they give us is invaluable.⁶⁹

Another full-time correspondent at the Pentagon said, "The Navy is excellent. I get the greatest volume of information from them. Army also is good and Air Force I'd put third."⁷⁰

One other said:

The information shops in the services are both good and bad. They have very great potential if properly handled. I'd say Navy is of the greatest importance to me; Army is little importance, and I'd rate the Air Force as very little importance.⁷¹

And finally, another stated: "Navy has always been more free and easy about being identified with common sense--especially when you reach the admiral level. This is more true in the Navy than Army and Air Force."⁷²

More on Pentagon PAOs

Correspondents were asked if they would agree or disagree that Public Affairs Officers in the Pentagon generally do everything in their power to assist newsmen.

and have a close second with the Air Force team; and a 77
 members ranked them 111 Navy, 121 Army, and 123 Air Force.
 Great progress up 111th Street between the Academy

information gathered on 111th in various locations.

It's hard to generalize. Some have one very good
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 get around. The Force is best in the various locations
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 officers in the Navy and not in the Navy. They really
 stay up on 111th. The Navy does through no way in the
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Another full-time correspondent in the Navy.

and "The Navy is excellent. I got the greatest value of
 information from them. They also is good and the Navy is

get them.

One other thing:

The information about in the Navy and the Navy
 and the Navy have very good information in the Navy.
 Navy. I'd say Navy is of the greatest importance to
 the Navy is in the Navy. and I'd say the Air
 Force is very little importance.

and finally, Navy is very good.

There are many more things about the Navy and the Navy
 especially when you look at the Navy. This is
 how it is in the Navy and the Navy.

How to handle them

Get them to work with them if they would like to

disappear from the Navy. Navy is the Navy.

generally to everything in the Navy is the Navy.

Overall, 49 per cent (18) disagreed, 24 per cent (9) agreed, and 27 per cent (10) held no opinion either way. Table XXVII shows that 44 per cent of the regulars (11) disagreed that PAOs do all they can to help get the Defense story told--two of these answered they strongly-disagreed: "PAOs in the Pentagon do everything in their power to control information; how and when it comes out."⁷³ Five regulars (20 per cent) agreed with the statement and the remainder (9) said that some do and some do not.

Propaganda Show or Greater Flow?

Having discussed the centralization of news, reporters were asked what they think would happen if the services were given back the power to release what they want, when they want, and to whom they want.

Responses from the 22 regulars asked fall into three categories (with answers about evenly distributed in each). The larger number (9) said that such a move would work to the advantage of the newsmen. Another segment of reporters (7) said it would be bad and probably result in a propaganda war between the services.⁷⁴ The remainder (6) stated it would not work because of two reasons: (1) the military is too cautious today and (2) they have not had to exercise the information function for such a long time they probably could not execute such a plan; they are used to OASD(PA) taking all the responsibility.

A newspaper chain reporter said, "I'm in favor of

Overall, 20 per cent (10) showed a 10 per cent (10)

agreed, and 10 per cent (10) held no opinion about any

Table XVII shows that 40 per cent of the teachers (11)

disagreed that while all they can do is to help the children

story told—two of them answered that actually—disagreed

“There is the tendency to everything in their hands to

several independent but not more is more than 10 per

percentage (10) per cent agreed with the statement and the

percentage (10) said that they do not know the way.

Percentage of 10 per cent (10)

Having discussed the contribution of each

percentage were asked what they think would happen if the

percentage were given the power to influence what they

would, what they would, and to what they would.

Percentage of 10 per cent (10) would not

have any influence (10) per cent would not influence in

each. The larger number (10) said that with a more solid

work to the objective of the teacher, the teacher would be

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TABLE XXVII

ASSESSMENT OF PUBLIC AFFAIRS OFFICERS

Q. Public affairs officers in the Pentagon generally do everything in their power to assist newsmen. Tell me the extent to which you agree or disagree with the above statement. (n=37)

Correspondents	Assessment of PAOs				
	Strongly- Agree	Agree	Agree- Disagree	Dis- agree	Strongly- Disagree
Regulars	--	5	9	9	2
Irregulars	--	3	--	--	3
Military Journals	--	1	1	4	--
Total (n=37)	--	9	10	13	5

giving the services more independence in getting things released. There are now too many man hours spent coordinating and chopping to get an innocuous story out."⁷⁵

One of the wire service correspondents said:

It might be better for newsmen, the public, and the services themselves because we'd get more accurate and understandable information. For instance, 90 per cent of the answers given at the daily 11:00 a.m. brief are "I'll have to check." They just don't know."⁷⁶

Others feel it would make the newsmen's job easier and the military services would display more initiative.

The following responses are typical of the negative comments: "would get more stuff, but it would be tainted"/ "Bad. Just public relations propaganda that would help the military"/ and "probably result in a flap."

A few pointed out that even if there was a steady stream of propaganda it still would be advantageous, since newsmen are able to detect such tainted information.

During Flap--Go to OASD(PA) or Service?

With regard to a specific issue involving one of the military services, 20 regulars were asked if they most often prefer to get information regarding that issue primarily from OASD(PA) or from the service itself.

Almost half (9) of the newsmen go to the service first, while one-fifth of the group (4 newsmen) usually contacts both and three stated it depends either on the situation or which service is involved. Four go to

giving the members more independence in buying things
collected. There are now two more men from the
main and changing to get an enormous story out.
One of the men arrived yesterday.

It is not yet known how many of the men, and the
members themselves, because we had two more men and
yesterday afternoon. The members, we had two
of the members given in the daily 15th day. It is
"It is not yet known." They had two more men.

Others said it would mean the members's job would
and the military service would bring new soldiers.
The following members and friends of the military
command: "We are not sure, but it would be better."
"No, they would be better. They would be better."
"Military" and "military" in a way.

A few pointed out that even if they were a really
few of the members it will mean to the members, which
means that this is a very good thing.

Other things are in the way of the members
with regard to a specific time involved in it
the military service. It requires some time to get away
also to get to get information regarding the time
between the members and the military service.
Almost half of the members go to the service
time. While some of the men (a number) are in
service both and some are in service both in the
service or when service is involved. Some go to

OASD(PA) first.

The reasons newsmen go to the service first range from: "I trust military men more" to "DOD gives sterile responses." However, most frequently they expressed more confidence in the service to give a straight answer. The following responses are typical: "I go to the service. It cuts down one person because the answer comes from the service anyway."⁷⁷

One of the TV correspondents said he goes to the service because "OASD(PA) goes to the service and chances are the answer will get watered down by OSD."⁷⁸

A specific example was cited by one of the regulars: "During the loss of Scorpion U. S. Navy sub-marine that sank in 1968, the Navy was delayed in getting information out because of the process of going through OASD(PA)."⁷⁹

Even some of those reporters who first go to OASD(PA) or check both at about the same time said it is not always because they prefer it that way: "Usually I'll check OASD(PA) first to see what they're putting out. Then I'll go to the service."⁸⁰ Another indicated he checks both to see if he gets the same information: "I can normally get more from the services."⁸¹

Several stipulated it depends on the service: "If the issue concerns Navy or Army, I'll go to them first; if Air Force, I'll go to OSD instead."⁸² Others are similarly influenced by which service is involved.

The second question is to find the value of the ratio $\frac{H}{B}$ which is called the "magnetic field ratio" and is denoted by the symbol μ . It is defined as the ratio of the magnetic field H to the magnetic flux density B . It is a dimensionless quantity and is a function of the material. It is usually denoted by the symbol μ and is a function of the material. It is usually denoted by the symbol μ and is a function of the material.

Let us take the case of a magnetic field in a vacuum. In this case, the magnetic field H is equal to the magnetic flux density B . This is because the magnetic field H is defined as the magnetic flux density B divided by the permeability μ . In a vacuum, the permeability μ is equal to 1. Therefore, the magnetic field H is equal to the magnetic flux density B . This is the case for a magnetic field in a vacuum.

Let us now consider the case of a magnetic field in a material. In this case, the magnetic field H is not equal to the magnetic flux density B . This is because the magnetic field H is defined as the magnetic flux density B divided by the permeability μ . In a material, the permeability μ is greater than 1. Therefore, the magnetic field H is less than the magnetic flux density B . This is the case for a magnetic field in a material.

Let us now consider the case of a magnetic field in a material. In this case, the magnetic field H is not equal to the magnetic flux density B . This is because the magnetic field H is defined as the magnetic flux density B divided by the permeability μ . In a material, the permeability μ is greater than 1. Therefore, the magnetic field H is less than the magnetic flux density B . This is the case for a magnetic field in a material.

Overall, the correspondents generally stated they would prefer to get the initial information from the services, but this is not always possible because military officers do not want to rock the boat in many cases. Other times OSD simply tells the services not to get involved--that OASD(PA) will put out everything on the subject, reporters said.

Overall, the correspondence generally shows that

people prefer to get the latest information from the

exterior, but this is not always possible because military

efforts to get news of each the best in many ways. Some

times one might call the situation and get involved—

that situation will not be weighed on the subject.

regional area.

FOOTNOTES TO CHAPTER IV

¹Daniel Z. Hankin, ASD(PA), personal interview, Washington, D. C. (Pentagon), April 10, 1970.

²Correspondent "H," personal interview, Washington, D. C., June 1970.

³Jerry W. Friedheim, Principal Deputy ASD(PA), personal interview, Washington, D. C. (Pentagon), April 10, 1970.

⁴Captain Kenneth W. Wade, U. S. Navy; Deputy Chief of Information, Navy Department, at the time of this discussion on April 11, 1970, in Washington, D. C. He is now retired.

⁵Correspondent "R," personal interview, Washington, D. C., June 1970.

⁶Correspondent "T," personal interview, Washington, D. C., June 1970.

⁷Correspondent "O," personal interview, Washington, D. C., June 1970.

⁸Correspondent "H," personal interview, Washington, D. C., June 1970.

⁹Correspondent "C," personal interview, Washington, D. C., June 1970.

¹⁰Correspondent "L," personal interview, Washington, D. C., June 1970.

¹¹Correspondent "R."

¹²Correspondent "J," personal interview, Washington, D. C., June 1970.

¹³Correspondent "M," personal interview, Washington, D. C., June 1970.

¹⁴Correspondent "X," personal interview, Washington, D. C., June 1970.

¹⁵Correspondent "N."

FOOTNOTES TO CHAPTER IV

¹ Daniel E. Smith, 222(22), personal interview, Washington, D. C. (February), April 10, 1970.

² Correspondence "E," personal interview, Washington, D. C., June 1970.

³ Henry M. Friedman, Principal Deputy ASAC, personal interview, Washington, D. C. (February), April 20, 1970.

⁴ Captain Kenneth E. Wade, U. S. Navy Deputy Chief of Information, Navy Department, at the time of this discussion on April 11, 1970, in Washington, D. C. He is now retired.

⁵ Correspondence "H," personal interview, Washington, D. C., June 1970.

⁶ Correspondence "I," personal interview, Washington, D. C., June 1970.

⁷ Correspondence "J," personal interview, Washington, D. C., June 1970.

⁸ Correspondence "K," personal interview, Washington, D. C., June 1970.

⁹ Correspondence "L," personal interview, Washington, D. C., June 1970.

¹⁰ Correspondence "M," personal interview, Washington, D. C., June 1970.

¹¹ Correspondence "N."

¹² Correspondence "O," personal interview, Washington, D. C., June 1970.

¹³ Correspondence "P," personal interview, Washington, D. C., June 1970.

¹⁴ Correspondence "Q," personal interview, Washington, D. C., June 1970.

¹⁵ Correspondence "R."

- 16 Correspondent "HH," from mail-questionnaire, November 1970.
- 17 Correspondent "D," personal interview, Washington, D. C., June 1970.
- 18 Correspondent "HH."
- 19 Correspondent "O."
- 20 George Vernon Underwood, Jr., "The Washington Military Correspondents" (unpublished master's thesis, University of Wisconsin, 1960), 153.
- 21 Correspondent "H."
- 22 Correspondent "Z," personal interview, Washington, D. C., June 1970.
- 23 Correspondent "S," personal interview, Washington, D. C., June 1970.
- 24 Correspondent "H."
- 25 Daniel Z. Henkin, ASD(PA), as told to a group of Syracuse University journalism students during a public affairs briefing conducted at the Pentagon on March 30, 1970.
- 26 Henkin, personal interview.
- 27 Correspondent "Z."
- 28 Correspondent "P," personal interview, Washington, D. C., June 1970.
- 29 Correspondent "D."
- 30 Correspondent "M."
- 31 Correspondent "S," personal interview, Washington, D. C., June 1970.
- 32 Correspondent "L."
- 33 Correspondent "Y," personal interview, Washington, D. C., June 1970.
- 34 Correspondent "T."
- 35 Robert A. Dobkin, Associated Press military writer, AP wire story (h106) December 2, 1970.

16 Correspondent "H." from mail questionnaire.
November 1970.

17 Correspondent "H." personal interview, Washington
D. C., June 1970.

18 Correspondent "H.".

19 Correspondent "H.".

20 Source from Defense, Jr., The Washington
Military Correspondent, "Unpublished source's thesis,
University of Wisconsin, 1969, 121.

21 Correspondent "H.".

22 Correspondent "H." personal interview,
Washington, D. C., June 1970.

23 Correspondent "H." personal interview,
Washington, D. C., June 1970.

24 Correspondent "H.".

25 David A. Smith, 1969, as told to a group of
Sydney University students during a public
affairs briefing conducted at the Pentagon on March 24,
1970.

26 Smith, personal interview.

27 Correspondent "H.".

28 Correspondent "H." personal interview,
Washington, D. C., June 1970.

29 Correspondent "H.".

30 Correspondent "H.".

31 Correspondent "H." personal interview,
Washington, D. C., June 1970.

32 Correspondent "H.".

33 Correspondent "H." personal interview,
Washington, D. C., June 1970.

34 Correspondent "H.".

35 Robert A. Smith, 1969, as told to a group of
Sydney University students during a public
affairs briefing conducted at the Pentagon on March 24,
1970.

- 36 Correspondent "L."
- 37 Correspondent "JJ," from mail-questionnaire,
October 1970.
- 38 Correspondent "O."
- 39 Correspondent "Q," personal interview,
Washington, D. C., June 1970.
- 40 Correspondent "R."
- 41 Correspondent "E."
- 42 Correspondent "O."
- 43 Correspondent "B," personal interview,
Washington, D. C., June 1970.
- 44 Correspondent "H."
- 45 Correspondent "D."
- 46 Correspondent "X."
- 47 Correspondent "II," from mail-questionnaire,
September 1970.
- 48 Correspondent "M."
- 49 Correspondent "K," personal interview,
Washington, D. C., June 1970.
- 50 Correspondent "J."
- 51 Correspondent "R."
- 52 Correspondent "V," personal interview,
Washington, D. C., June 1970.
- 53 Correspondent "S."
- 54 Correspondent "M."
- 55 Correspondent "R."
- 56 Correspondent "C."
- 57 Correspondent "L."
- 58 Correspondent "O."

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59 Correspondent "H."

60 Correspondent "R."

61 Correspondent "A," personal interview,
Washington, D. C., June 1970.

62 Correspondent "R."

63 Correspondent "W."

64 Correspondent "H."

65 Correspondent "G," personal interview,
Washington, D. C., June 1970.

66 Correspondent "R."

67 Correspondent "B."

68 Correspondent "K."

69 Correspondent "C."

70 Correspondent "K."

71 Correspondent "R."

72 Correspondent "H."

73 Correspondent "D."

74 Phil Goulding wrote: "Remove the central control over the dissemination of news . . . and the result would be a propaganda nightmare. In ninety days, the Department of Defense would be an old-fashioned public relations shambles." See Phil G. Goulding, *Confirm or Deny* (New York: Harper & Row, Publishers, 1970), 159.

75 Correspondent "L."

76 Correspondent "B."

77 Correspondent "K."

78 Correspondent "E."

79 Correspondent "Q."

80 Correspondent "L."

⁸¹Correspondent "I," personal interview.
Washington, D. C., June 1970.

⁸²Correspondent "W," personal interview.
Washington, D. C., June 1970.

Washington, D. C., June 1870.
 62 Correspondence "I." Personal Relations.

Washington, D. C., June 1870.
 63 Correspondence "I." Personal Relations.

Washington, D. C., June 1870.

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CHAPTER V

NEWS SOURCES

Military news correspondents have a wide variety of news sources from which to gather information on military affairs. Sources are broken down into 15 categories for this study. These categories were derived from (1) research of secondary source material, (2) informal discussions with newsmen and OASD(PA) officials in April 1970, (3) the author's own experience as a public affairs officer in the Pentagon (1967-1969), and (4) partly from the 10 sources used in Underwood's 1960 study.¹

The productivity and usefulness of six of these sources generally depends on the reporter's own initiative. These are: informal contacts in the Pentagon and at other government agencies or departments; industry sources; congressmen or their staff members; other reporters; and social gossip. While reporters may elect not to utilize certain of the remaining sources, the nine other categories are largely controlled by DOD officials who greatly influence the flow of information from each.

Sources available to the Pentagon press corps first are explored collectively as viewed by newsmen. Then the

merits and demerits of each are amplified separately based on the correspondents' opinions.

News Source Definitions

1. Informal Pentagon Sources: Personal contacts (civilian or military) in the Pentagon that the correspondent deals with directly and unofficially to obtain information. This source may give the reporter a solid lead or background material that is unavailable anywhere else. This relationship is based on trust (by both parties). The official talks freely off-the-record and not for attribution. The correspondent soon learns who he can rely on for accurate and honest information; the informal source soon learns if a newsman is unreliable. The number of such informal contacts maintained by a correspondent depends largely on his own ingenuity and credibility.

2. Congressional Hearings, Documents, or Individual Congressmen: Correspondents receive from OASD(PA) transcripts of hearings conducted on the Hill that relate to the military. Also, many committees or subcommittees release their own documents based on formal investigations. Individual congressmen and senators or their staffs also provide reporters with useful information.

3. Formal News Conferences: Scheduled meetings between Defense officials and media representatives, either for a specific purpose or the Defense Secretary may make himself available to the media for questions on any topic

related to military affairs.

4. Formal Interviews: Discussions between a correspondent and a DOD official--usually arranged through one of the information organizations in the Pentagon. Such interviews tend to have a more on-the-record atmosphere versus those contacts with informal sources the newsmen has cultivated himself.

5. OASD(PA): Refers to OASD(PA) as a source in its entirety compared to other elements of the Office of the Secretary of Defense (OSD) or other Pentagon offices, e.g., OASD(PA) compared to the Office of the Assistant Secretary of Defense (for Manpower and Reserve Affairs) or (Research and Development).

6. Backgrounders: This term may refer to large group background sessions or discussions with only a few (or even one) newsmen. The information disseminated through this channel is not for straight attribution to the spokesman but rather to "Defense Officials" or "Military Spokesmen." There are many reasons for Defense officials to conduct backgrounders, including: trial balloons, information to clarify a complicated issue, give out information not available anywhere else but which Pentagon officials wish to see reach the media. These sessions may be initiated by DOD officials or requested by the correspondent(s).

7. Military Service Information Organizations: Refers to the individual services' public information/public

related to military matters.

4. General Intelligence Division's Bureau of

correspondence, and a few officials usually working through one of the information organizations in the country. Such interviews tend to give a more or less general impression of the country's general situation, but they do not provide the detailed information required for military planning.

5. General's Bureau of Military Intelligence

General's Bureau of Military Intelligence is a bureau in the Ministry of Defense (MD) which is responsible for the collection and analysis of military intelligence. It is the main source of information for the MD and the General Staff. It is also responsible for the dissemination of military intelligence to the other branches of the government.

6. Intelligence Bureau of the Ministry of Defense

Intelligence Bureau of the Ministry of Defense is a bureau in the Ministry of Defense which is responsible for the collection and analysis of military intelligence. It is the main source of information for the MD and the General Staff. It is also responsible for the dissemination of military intelligence to the other branches of the government. The Intelligence Bureau of the Ministry of Defense is a bureau in the Ministry of Defense which is responsible for the collection and analysis of military intelligence. It is the main source of information for the MD and the General Staff. It is also responsible for the dissemination of military intelligence to the other branches of the government.

7. Military Intelligence Bureau of the Ministry of Defense

Military Intelligence Bureau of the Ministry of Defense is a bureau in the Ministry of Defense which is responsible for the collection and analysis of military intelligence. It is the main source of information for the MD and the General Staff. It is also responsible for the dissemination of military intelligence to the other branches of the government.

affairs offices which are part of the Defense Department. The Army, Air Force, Navy and Marine Corps each maintain such organizations.

8. Informal Sources in Other Government Agencies:

Those personal contacts cultivated by the military correspondent in any of the other government departments or agencies in Washington that assist in providing information relevant to Defense affairs. The Pentagon reporter may also solicit information from such sources via his news outlet's beat correspondent at a specific agency or department.

9. Responses to Inquiries: Questions asked by the military correspondent. These may be in the form of more formal written requests submitted through one of the information organizations in DOD or they may be asked of a Defense public affairs officer verbally (in person or by phone). Inquiries (or simply "queries") are normally submitted to the appropriate service or OSD information desk in DBI (Directorate for Defense Information) or asked at the daily 11:00 a.m. news briefing. "Responses to Inquiries" refers only to those submitted through appropriate public affairs channels and not questions reporters ask of their own informal contacts in the Pentagon.

10. 11:00 a.m. News Briefing: Every day at 11:00 o'clock in the morning, a special news briefing is conducted for the Pentagon press corps. This session normally

attache offices which are part of the Defense Department, the Army, Air Force, Navy and Marine Corps and the State Department.

8. Information received in other Governmental agencies

These personnel sources delivered by the military, State Department and up to the other Government departments as specified in Washington and other in providing information relevant to Defense attaché. The Defense attaché also collects information from other sources in his unit and his own correspondence as a specific agency in Department.

9. Information in Washington furnished to the

military departments. There may be in the form of some formal military reports submitted through one of the information organizations in the form of some in a Defense attaché office which may be in the form of some. Collection for agency "personnel" and possibly submitted to the appropriate service or one information down in the Department for Defense Department in the form of the daily 1100 and some collection. Department in "personnel" which may be in the form of some information and the public affairs elements and the Defense attaché and of their own information contacts in the Department.

10. Information received from the 1100

which in the morning, a special case which is sent down to the Defense attaché office. This is the primary

is conducted by Jerry W. Friedheim, Principal Deputy ASD(PA).

11. Industry Sources: Refers to civilian industry personnel whose companies are either prime or sub-contractors for the Defense Department or those seeking contracts with DOD. As previously mentioned, the Pentagon lets about 200,000 annual major procurement orders to business. There were some 100,000 prime or sub-contractors under contract with DOD in 1970. While these sources have an obvious vested interest, they do provide the military correspondent with a valuable channel of information, especially on hardware systems (production, research and development).

12. Intentional "Leaks": Defense information that is given to a military correspondent (or group of Pentagon reporters) that the source does not want to be (or cannot get) released through official channels on-the-record. One type of leak is when a military official wishes to make public, through the media, a bit of information that contradicts official Defense policies or positions on a given issue. Another is when Defense officials wish to clandestinely get information out in the open that may be an attempt to refute a congressional committee's charge or clarify a sensitive issue, the information on which could not be released officially without repercussions. DOD may also use the leak as a trial balloon, to test the public

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reaction on a proposed course of action.

13. News Releases: Refers to Defense information originated by OSD or the military services that is disseminated to the news media through the OASD(PA). The material may include: actual releases on a DOD topic; speech texts; information on Defense contracts; fact sheets; reports; photographs; or any other related material. These releases are referred to as "Blue-Toppers"--information handed out in this manner is put on official OASD(PA) release forms which have blue mastheads.

14. Other Reporters: Refers to other military correspondents in the Pentagon press corps.

15. Social Gossip: Any information the correspondent may receive during social engagements in Washington.

Importance of News Sources

Newsman were asked to describe how important each source generally is to them in covering the Pentagon on a routine basis in terms of "very great, great, moderate, little, or very little" importance. A five to one scale was employed, with five (5) meaning "very great" and one (1) "very little" importance.

A few reporters judged some sources as ranging from "great" (4) to "little" (2) importance because they did not feel a generalization was possible. In this situation, a rating of "three" was given to simplify analysis and presentation.

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Importance of ...

... in ...

... in ...

... in ...

... in ...

... in ...

(1) "very little" importance.

A few ...

"great" (4) to "little" (1) importance ...

... in ...

... in ...

... in ...

Table XXVIII indicates that only "informal Pentagon sources" remain in the "very great" importance classification (4.0 to 5.0) when means for all correspondents were combined. With the exception of OASD(PA)--fourth position for each group of newsmen--there was little agreement between regulars, irregulars, and military journal correspondents concerning the weight given each source. Overall, and in addition to informal Pentagon sources, six sources ranged between "moderate" and "great importance," eight between "little" and "moderate," and one is viewed as being between "very little" and "little" importance.

Regulars said seven were between moderate and great (3.0 to 4.0), while only three sources fell into this grouping for irregulars and just two--formal interviews and OASD(PA)--had means between 3.0 and 4.0, as judged by military journal reporters. The latter group of newsmen is the only one with two sources rated above 4.0 or great importance; other two groups cited only one source above 4.0.

Formal news conferences ranked second for regulars, but eighth in importance to irregulars and sixth for journal newsmen.

In general, the regulars considered a wider range of sources to be rather important to them in covering DOD on a daily basis--only seven sources are below "moderate" ranking. But irregulars and journal reporters had means

These results indicate that only "normal" behavior
 occurs, even in the "very good" Japanese situation.
 Also in 1940 when some of the corresponding data
 showed, with the exception of (1941) - which position
 has been kept at constant - the first experiment
 showed a slight, irregular, and slightly greater con-
 siderable movement of the wings given each minute. Overall,
 and in addition to the above mentioned, the average
 range between "normal" and "very irregular" was
 between "little" and "moderate", and this is shown as being
 between "very little" and "little" irregular.
 Regularity with some variation between regular and
 great 17.0 to 18.0, while only some between 19.0 and 20.0
 groups for irregular and just two-point irregular
 and (1941) - this point between 1.0 and 2.0, as judged by
 military control reports. The lower group of numbers is
 the only one with two numbers (1.0 and 2.0) on each
 experiment, while the other side only one number (1.0)
 4.0.
 These two experiments showed some for regular.
 but again in irregular to irregular and also for regular.
 In general, the results showed a slight trend
 of some to be rather irregular in their covering up
 on a daily basis - which was shown in the "very good"
 results. The irregular and some irregular and some

TABLE XXVIII

NEWS SOURCE IMPORTANCE AS DESCRIBED BY PENTAGON PRESS CORPS

Q. Describe how important each of the sources generally is to you in covering the Pentagon on a routine basis.^a (n=40)

News Sources	Military News Correspondents									
	(n=40)		(n=28)		(n=6)		(n=6)		(n=6)	
	Overall Total	Mean	Rank	Regulars	Mean	Rank	Irregulars	Mean	Rank	Mil. Journ. Reporters
Informal Pentagon sources	4.4	1	1	4.5	1	3.8	2	4.5	1	
Congressional hearings, documents, or individual congressmen	3.8	2	3	3.6	3	4.2	1	4.2	2	
Formal news conferences	3.4	3	3	3.7	2	2.4	8	2.8	6	
Formal interviews	3.4	3	3	3.3	5	3.7	3	3.5	3	
OASD(PA)--as compared to other Defense offices	3.4	3	3	3.5	4	3.2	4	3.2	4	
Backgrounders	3.0	6	6	3.2	6	2.2	9	2.7	9	
Military service information organizations	3.0	6	6	3.2	6	2.8	5	2.6	11	
Informal sources in other government agencies	2.9	8	8	3.1	8	2.8	5	2.2	15	
Responses to inquiries	2.9	8	8	2.8	9	2.8	5	2.9	5	
11:00 a.m. news briefing	2.4	10	10	2.7	10	1.2	12	2.3	14	
Industry sources	2.3	11	11	2.3	11	1.8	10	2.8	6	
Intentional "leaks"	2.2	12	12	2.3	11	1.2	12	2.6	11	
News releases	2.2	12	12	2.2	13	1.8	10	2.8	6	
Other reporters	2.1	14	14	2.2	13	1.4	14	2.7	9	
Social gossip	1.8	15	15	1.9	15	0.8	15	2.5	13	

TABLE 1

Values of α and β for various polymers and copolymers

Values of α and β for various polymers and copolymers are given in the following table. The values are given in parentheses.

Polymer	Values of α and β			
	α	β	$\alpha + \beta$	$\alpha - \beta$
Polyethylene	0.15	0.15	0.30	0.00
Polypropylene	0.15	0.15	0.30	0.00
Polybutylene	0.15	0.15	0.30	0.00
Polyisobutylene	0.15	0.15	0.30	0.00
Polyethylene oxide	0.15	0.15	0.30	0.00
Polypropylene oxide	0.15	0.15	0.30	0.00
Polybutylene oxide	0.15	0.15	0.30	0.00
Polyisobutylene oxide	0.15	0.15	0.30	0.00
Polyethylene glycol	0.15	0.15	0.30	0.00
Polypropylene glycol	0.15	0.15	0.30	0.00
Polybutylene glycol	0.15	0.15	0.30	0.00
Polyisobutylene glycol	0.15	0.15	0.30	0.00
Polyethylene terephthalate	0.15	0.15	0.30	0.00
Polypropylene terephthalate	0.15	0.15	0.30	0.00
Polybutylene terephthalate	0.15	0.15	0.30	0.00
Polyisobutylene terephthalate	0.15	0.15	0.30	0.00
Polyethylene sebacate	0.15	0.15	0.30	0.00
Polypropylene sebacate	0.15	0.15	0.30	0.00
Polybutylene sebacate	0.15	0.15	0.30	0.00
Polyisobutylene sebacate	0.15	0.15	0.30	0.00
Polyethylene adipate	0.15	0.15	0.30	0.00
Polypropylene adipate	0.15	0.15	0.30	0.00
Polybutylene adipate	0.15	0.15	0.30	0.00
Polyisobutylene adipate	0.15	0.15	0.30	0.00
Polyethylene phthalate	0.15	0.15	0.30	0.00
Polypropylene phthalate	0.15	0.15	0.30	0.00
Polybutylene phthalate	0.15	0.15	0.30	0.00
Polyisobutylene phthalate	0.15	0.15	0.30	0.00
Polyethylene sebacate	0.15	0.15	0.30	0.00
Polypropylene sebacate	0.15	0.15	0.30	0.00
Polybutylene sebacate	0.15	0.15	0.30	0.00
Polyisobutylene sebacate	0.15	0.15	0.30	0.00
Polyethylene adipate	0.15	0.15	0.30	0.00
Polypropylene adipate	0.15	0.15	0.30	0.00
Polybutylene adipate	0.15	0.15	0.30	0.00
Polyisobutylene adipate	0.15	0.15	0.30	0.00
Polyethylene phthalate	0.15	0.15	0.30	0.00
Polypropylene phthalate	0.15	0.15	0.30	0.00
Polybutylene phthalate	0.15	0.15	0.30	0.00
Polyisobutylene phthalate	0.15	0.15	0.30	0.00

TABLE XXVIII (Continued)

^a Described in terms of "very great, great, moderate, little, or very little" importance. Mean based on five point scale: 5 = very great and 1 = very little. Rank order based on means.

above 3.0 (moderately important) for only four of the 15 sources.

A comparison of ranks based on means shows that generalizations with respect to how military correspondents view the sources available to them is somewhat misleading. For instance, informal sources in other government agencies rank eighth for regulars but fifteenth for journal newsmen. Responses to inquiries are fifth in importance to military journal correspondents but ninth to regulars. Even the regulars' views differ with respect to their sources because of diversified requirements, deadlines, and special interests determined by their media type.

Many regulars were quick to point out it is rare to use just one source when gathering material for a story. More likely they turn to several, checking facts and opinions against one another until as complete and accurate a picture as possible is formulated.

One of the regular correspondents said:

The long line of "moderates" /the ranking he gave sources/ indicates that some sources within each of your categories are better than others. Some sell straight lines consonant with their own interests; others lie. After one or two dealings with any given source, however, you can easily gauge utility and truthfulness. You may still deal with known liars, because occasionally they're on the money with a big one. But you always take the precaution of carefully cross-checking a tip with other reliable government or industry officials.²

A network television reporter added:

I'd love to play one against the other; back-grounder parlied into an interview on the air.

about 1.0 (approximately 100) for only 100 is the 10
 second.

A comparison of these data on water shows that
 generalization with respect to the ability of organisms
 view the various results to show is somewhat misleading.
 For instance, internal factors in other organisms species
 can affect the results for instance for journal number.
 Response to stimuli are different in response to stimuli
 Journal experiments but with no response. Even the
 results, these differ with respect to their species
 patterns of distribution, organization, behavior, and growth
 interests dominated by their social type.

They appear to be quite as good as is to be in
 use just one more when published material for a study.
 More likely they turn to general, chemical facts and
 evidence against one another until an hypothesis and evidence
 a pattern is possible is determined.

One of the major contributions made

The first line of "behavior" is the study of the
 sensory behavior that some persons within each of
 your categories are better than others. Some will
 always have a response with their own behavior.
 Others are not as sensitive with their own
 behavior. However, the two really have ability and
 response. The way will deal with some lines.
 Behavior is usually the study of the way with a
 one. For many the study of behavior is usually
 observing a big with other behavior patterns in
 laboratory situations.

A behavior pattern is a behavior pattern.

It is the way we study the behavior pattern.
 Behavior pattern is a behavior pattern.

Generally works like this: usually get a tip somehow; then flush out information with inquiries and conduct the interview for use on the air. Almost any combination of ways to do it.³

And an irregular gave a different slant to evaluating sources:

The best place to find out what's really happening in DOD is on Capitol Hill. I speak here, of course, of Washington decision-making. Without our corps of Vietnam correspondents, we might still believe we are covering the war. . . . The rule here on sources is that the official information office sources are generally reliable if the information handed out or sought is not sensitive. If sensitive, those sources often are poorly informed themselves; or if they are informed, they will often be evasive or attempt to mislead.⁴

Most Preferred Sources

Newsmen next were asked what three sources would they most often "prefer" to use if all things were equal, e.g., accessibility, willingness to give untampered facts, and reliability. Also, they were asked to rank these sources in order of preference.

Table XXIX shows that the top four "most preferred sources" are: informal Pentagon sources, formal interviews, formal news conferences, and responses to inquiries. Regulars, as a group, view news conferences, interviews, congressional sources, and responses to inquiries, in that order, after their "most" preferred informal Pentagon sources. Irregulars would rather use the interview first, followed by informal Pentagon sources, responses to inquiries, informal sources in other agencies, backgrounders,

Generally speaking like other people who are not
 from their own families with families and friends
 the interview for me on the air. Almost no contact
 that at night on the air.

And in London, I have a little bit of a

waiting period.

The best place to read our own's really speaking
 in New York is on English Hill. I agree with it, of course, it
 Washington Washington. I agree with it, of course, it
 is not a very good place to read our own's really speaking
 about the war. . . . The town has the same old
 that the British have been in for a long time. It is
 generally speaking in the same old town. It is
 mostly in the same old town. It is mostly in the same
 old town. It is mostly in the same old town. It is mostly
 in the same old town. It is mostly in the same old town.
 It is mostly in the same old town. It is mostly in the same
 old town. It is mostly in the same old town. It is mostly
 in the same old town. It is mostly in the same old town.

That's the way it is.

There are many things that are not the same.

They are not the same. They are not the same. They are not the same.

They are not the same. They are not the same. They are not the same.

They are not the same. They are not the same. They are not the same.

They are not the same. They are not the same. They are not the same.

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They are not the same. They are not the same. They are not the same.

They are not the same. They are not the same. They are not the same.

They are not the same. They are not the same. They are not the same.

TABLE XXIX

MOST PREFERRED SOURCES: ALL MILITARY CORRESPONDENTS

Q. What three sources would you most often prefer to use--if all things were equal (accessibility, etc.) and rank them in order. (n=39)

News Sources	Military News Correspondents					
	(n=39) All	(n=27)		(n=6)		(n=6) Mil. Journ. Reporters
	Newsmen		Regulars	Irregulars		Total Times Named Rank
	Total Times Named Rank ^a	Total Times Named Rank	Total Times Named Rank	Total Times Named Rank	Total Times Named Rank	
Informal Pentagon sources	25	1	18	1	4	3
Formal interviews	19	2	11	3	5	3
Formal news conferences	16	3	14	2	1	1
Responses to inquiries	10	4	7	5	2	1
Congressional hearings, documents, or individual congressmen	10	5	8	4	1	6
Backgrounders	9	6	6	6	2	1
11:00 a.m. News briefing	5	7	4	7	--	1
Informal sources in other government agencies	5	8	3	8	2	--
News releases	5	9	2	12	--	3
OASD(PA)---as compared to other Defense offices	5	9	3	9	--	2
Intentional "leaks"	4	11	3	9	1	--

FORM 1000

USE THIS FORM TO REPORT THE RESULTS OF YOUR SURVEY

1. Name of the project: _____
 2. Date of survey: _____
 3. Name of the person who conducted the survey: _____

SURVEY RESULTS					
Item	Frequency	Percentage	Mean	Standard Deviation	Variance
1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

11. ...
 12. ...
 13. ...
 14. ...
 15. ...
 16. ...
 17. ...
 18. ...
 19. ...
 20. ...

TABLE XXIX (Continued)

News Sources	Military News Correspondents						
	(n=39)	(n=27)		(n=6)		(n=6)	
	All	Regulars		Irregulars		Mil. Journ. Reporters	
	Newsman	Total Times Named	Rank ^a	Total Times Named	Rank	Total Times Named	Rank
Military service information	4	12					
organizations	1	13				1	9
industry sources	--	--				1	5
other reporters	--	--				--	--
social gossip	--	--				--	--

^a If two or more sources were named the same number of times, rank order was based on number of times named first, second, third.

and then congressional sources. Military journal reporters said they prefer their own contacts in DOD first, followed by interviews, then news releases third and OASD(PA) fourth, with responses to inquiries next.

As Table XXX indicates, the regulars prefer informal Pentagon contacts far and above their next choice "news conferences"--the former was named first 11 times and the latter source only six.

Most Utilized Sources

Reporters were then asked to rank the top three sources they actually most often "utilize" on a routine basis and rank them in order of importance.

Table XXXI shows that overall, informal Pentagon sources remain the most often used source. But the second source most frequently used by all correspondents is the 11:00 a.m. news briefing, which is only seventh on the preferred list. News conferences drop from third most preferred to the ninth most often utilized source. While the Pentagon press corps gave backgrounders sixth priority in preference, this source is only thirteenth on the utilization list; ahead only of "other reporters" and "social gossip."

While irregulars most prefer interviews as a source, they said this source is fourth among the top sources used. Military journal reporters would like to rely on informal Pentagon sources, but in reality most often use

and then experimental workers. Military Journal reporters said they prefer their own country in 1945. Confirmed by interviewers that were released from and released from. With response to question mark.

At 1945 1945 1945. The military press. Informal American contacts for and under their own press. "Some questions" -- the answer was asked in 1945 and the latter answer only was.

What military Journal

Reporters were then asked to read the two lines. Answer they actually were often "better" as a result. Data was read in order of importance.

Yoko Komi says that overall, military Journal. Answer found the way they said answer. At the moment. Answer was somewhat used in all circumstances in the 1945-46. was initial, which is only answer of the political life. How important was the time was. Reported on the state they were with answer. While the answer from their own independence also follows in response. This answer is only answer to the. Satisfaction that would only be "better" and "better" really.

This answered was better because as a result. They said this answer is better than the one answer was. Military Journal reporters would like to see in 1945. Answer answer. But in reality was only was.

TABLE XXX

THREE MOST PREFERRED SOURCES: REGULARS ONLY

Q. What three sources would you most often prefer to use-- if all things were equal (accessibility, etc.) and rank in order. (n=27)

Pentagon Correspondents: Regulars Only

News Sources	Rank by Total Times in Top Three ^a	Times Named First	Total Times Named
Informal Pentagon sources	1	11	15
Formal news conferences	2	6	14
Formal interviews	3	2	11
Congressional hearings, documents, or individual congressmen	4	1	8
Responses to inquiries	5	2	7
Backgrounders	6	--	6
11:00 a.m. briefing	7	2	4
Informal sources in other government agencies	8	--	3
OASD(PA)--as compared to other Defense offices	9	--	3
Intentional "leaks"	9	--	3
Military service information organizations	11	--	3
News releases	12	--	2
Industry sources	--	--	--
Other reporters	--	--	--
Social gossip	--	--	--

^aIf two or more sources were named the same number of times, rank order was based on number of times named first, second, third.

TABLE 100

THESE ARE THE RESULTS OF THE SURVEY OF THE

OF THESE ARE THE RESULTS OF THE SURVEY OF THE

THESE ARE THE RESULTS OF THE SURVEY OF THE

TYPE OF SURVEY	TYPE OF SURVEY	TYPE OF SURVEY	TYPE OF SURVEY
1	1	1	1
2	2	2	2
3	3	3	3
4	4	4	4
5	5	5	5
6	6	6	6
7	7	7	7
8	8	8	8
9	9	9	9
10	10	10	10
11	11	11	11
12	12	12	12
13	13	13	13
14	14	14	14
15	15	15	15
16	16	16	16
17	17	17	17
18	18	18	18
19	19	19	19
20	20	20	20
21	21	21	21
22	22	22	22
23	23	23	23
24	24	24	24
25	25	25	25
26	26	26	26
27	27	27	27
28	28	28	28
29	29	29	29
30	30	30	30
31	31	31	31
32	32	32	32
33	33	33	33
34	34	34	34
35	35	35	35
36	36	36	36
37	37	37	37
38	38	38	38
39	39	39	39
40	40	40	40
41	41	41	41
42	42	42	42
43	43	43	43
44	44	44	44
45	45	45	45
46	46	46	46
47	47	47	47
48	48	48	48
49	49	49	49
50	50	50	50
51	51	51	51
52	52	52	52
53	53	53	53
54	54	54	54
55	55	55	55
56	56	56	56
57	57	57	57
58	58	58	58
59	59	59	59
60	60	60	60
61	61	61	61
62	62	62	62
63	63	63	63
64	64	64	64
65	65	65	65
66	66	66	66
67	67	67	67
68	68	68	68
69	69	69	69
70	70	70	70
71	71	71	71
72	72	72	72
73	73	73	73
74	74	74	74
75	75	75	75
76	76	76	76
77	77	77	77
78	78	78	78
79	79	79	79
80	80	80	80
81	81	81	81
82	82	82	82
83	83	83	83
84	84	84	84
85	85	85	85
86	86	86	86
87	87	87	87
88	88	88	88
89	89	89	89
90	90	90	90
91	91	91	91
92	92	92	92
93	93	93	93
94	94	94	94
95	95	95	95
96	96	96	96
97	97	97	97
98	98	98	98
99	99	99	99
100	100	100	100

OF THESE ARE THE RESULTS OF THE SURVEY OF THE

OF THESE ARE THE RESULTS OF THE SURVEY OF THE

OF THESE ARE THE RESULTS OF THE SURVEY OF THE

TABLE XXXI

MOST OFTEN UTILIZED SOURCES: ALL MILITARY CORRESPONDENTS

Q. Rank the top three sources that you actually most often utilize on a routine basis and rank them in order of importance. (n=39)

News Sources	Military News Correspondents						
	(n=39) All Newsmen	(n=27) Regulars ^b	(n=6) Irregulars	(n=6) Mil. Journ. Reporters			
	Total Times Named	Total Times Named	Total Times Named	Total Times Named			
	Rank	Rank	Rank	Rank			
Informal Pentagon sources	22	1	1	3	1	3	2
11:00 a.m. news briefing	13	2	2	---	---	2	4
Congressional hearings, documents, or individual congressmen	12	3	6	7	5	4	1
Formal interviews	12	3	8	3	4	1	7
Responses to inquiries	11	5	7	4	1	1	6
Informal sources in other government agencies	10	6	6	6	3	1	7
OASD(PA) -- compared to other defense offices	8	7	7	5	7	---	---
News releases	7	8	4	10	---	3	3
Formal news conferences	7	9	5	9	8	1	9

TABLE XXXI (Continued)

News Sources	Military News Correspondents					
	(n=39) All Newsmen	(n=27) Regulars ^b	(n=6) Irregulars	(n=6) Mil. Journ. Reporters		
	Total Times Named	Total Times Named	Total Times Named	Total Times Named	Total Times Named	Total Times Named
	Rank	Rank	Rank	Rank	Rank	Rank
Military service information						
Organizations	6	6	8			
Intentional "leaks"	4	2	12		2	5
Industry sources	3	2	11		1	9
Backgrounders	3	1	13			
Other reporters					6	
Social gossip						

^a If two or more sources were named the same number of times, rank order was based on number of times named first, second, third.

^b Two regulars said their third source is whatever they can get; responses not included in table.

Microgaster *Microgaster*

[illegible][illegible]

congressional sources.

In Table XXXII, the combined views of regulars show they both prefer and use informal Pentagon sources most often. But the daily news briefing is used second, while they would prefer news conferences. Interviews are both preferred and used with the same frequency--ranking third on both lists.

Regulars said their fifth most often used source is OASD(PA) when, in fact, their earlier remarks show there are eight other sources more preferred than the central OSD information office (ranks with intentional "leaks" on preference list). News releases were given little preference, ranking twelfth, and tenth among those sources most often utilized by the regulars.

Only eight newsmen in the Pentagon press corps said they actually utilize the same top three sources that they prefer to use. More often, correspondents indicated they are forced to turn to other sources in order to get the minimum of information needed to complete a story. At times, this means newsmen use sources they would otherwise not be likely to rely on for accurate or complete information.

But, as mentioned earlier, generalizations, when applied to such a variety of interests as those held by media represented in the corps of regular newsmen, may be misleading. This is evidenced by the following breakdown of top three "preferred" sources as compared to the top

conventional manner.

In 1961, the Council of Economic Advisors
they have found that the Federal Reserve has not
often. For the only way to get it out of the
they would have to be. Therefore, the only
possible way to get it out of the
on the way.

On the other hand, the Federal Reserve has
also found that the Federal Reserve has not
often. For the only way to get it out of the
they would have to be. Therefore, the only
possible way to get it out of the
on the way.

Only when the Federal Reserve has not
often. For the only way to get it out of the
they would have to be. Therefore, the only
possible way to get it out of the
on the way.

On the other hand, the Federal Reserve has
also found that the Federal Reserve has not
often. For the only way to get it out of the
they would have to be. Therefore, the only
possible way to get it out of the
on the way.

TABLE XXXII

SOURCES MOST OFTEN UTILIZED: REGULARS ONLY

Q. What three sources would you most often prefer to use-- if all things were equal (accessibility, etc.) and rank them in order. (n=27)

Pentagon Correspondents: Regulars Only

News Sources	Rank by Total Times in Top Three ^a	Times Named First	Total Times Named
Informal Pentagon sources	1	11	16
11:00 a.m. news briefing	2	8	11
Formal interviews	3	2	8
Responses to inquiries	4	2	7
OASD(PA)--as compared to other Defense offices	5	2	7
Informal sources in other government agencies	6	1	6
Congressional hearings, documents, or individual congressmen	7	--	6
Military service information organizations	8	--	6
Formal news conferences	9	1	5
News releases	10	--	4
Industry sources	11	1	2
Intentional "leaks"	12	--	2
Backgrounders	13	--	1
Other reporters	--	--	--
Social gossip	--	--	--

^aIf two or more sources were named the same number of times, rank order was based on number of times named first, second, third.

three "most often utilized" sources named by regulars in the six types of media outlets composing the regular press corps. Rank order is based on the total times named by news media type:

	<u>MOST PREFERRED SOURCES</u>	<u>MOST OFTEN UTILIZED SOURCES</u>
DAILIES:	<ol style="list-style-type: none"> 1. News conferences 2. Informal Pentagon sources 3. Formal interviews 	<ol style="list-style-type: none"> 1. Informal Pentagon sources 2. 11:00 a.m. news briefing 3. Formal interviews
WIRES:	<ol style="list-style-type: none"> 1. Informal Pentagon sources 2. Formal interviews 3. News conferences 	<ol style="list-style-type: none"> 1. 11:00 a.m. news briefing 2. News releases 2. OASD(PA)
NEWSPAPER CHAINS:	<ol style="list-style-type: none"> 1. Informal Pentagon sources 2. Formal interviews 3. Responses to inquiries 	<ol style="list-style-type: none"> 1. Informal Pentagon sources 1. 11:00 a.m. news briefing 1. Industry sources
NEWS MAGAZINES:	<ol style="list-style-type: none"> 1. Formal interviews 2. Informal Pentagon sources 3. Congressional sources 	<ol style="list-style-type: none"> 1. Informal Pentagon sources 1. Formal interviews 3. Responses to inquiries
RADIO-TV:	<ol style="list-style-type: none"> 1. News conferences 2. Congressional sources 3. Informal Pentagon sources 	<ol style="list-style-type: none"> 1. Informal Pentagon sources 2. 11:00 a.m. news briefing 2. News conferences 2. Informal sources in other agencies 2. OASD(PA)
SPECIAL INTEREST PUBS.:	<ol style="list-style-type: none"> 1. Informal Pentagon sources 2. Formal interviews 2. OASD(PA) 	<ol style="list-style-type: none"> 1. Informal Pentagon sources 2. Industry sources 3. Responses to inquiries 3. Congressional sources

There is no other evidence of the existence of the "Black" group in the area of the river. The only other evidence is the fact that the "Black" group is mentioned in the report of the "Black" group in the area of the river.

POST OFFICE ADDRESS	POST OFFICE NAME	POST OFFICE TYPE
1. 1234 Main St. New York, N.Y.	1. 1234 Main St. New York, N.Y.	1. 1234 Main St. New York, N.Y.
2. 5678 Elm St. Los Angeles, Calif.	2. 5678 Elm St. Los Angeles, Calif.	2. 5678 Elm St. Los Angeles, Calif.
3. 9101 Oak St. Chicago, Ill.	3. 9101 Oak St. Chicago, Ill.	3. 9101 Oak St. Chicago, Ill.
4. 2345 Pine St. Houston, Tex.	4. 2345 Pine St. Houston, Tex.	4. 2345 Pine St. Houston, Tex.
5. 6789 Cedar St. Phoenix, Ariz.	5. 6789 Cedar St. Phoenix, Ariz.	5. 6789 Cedar St. Phoenix, Ariz.
6. 10101 Birch St. San Francisco, Calif.	6. 10101 Birch St. San Francisco, Calif.	6. 10101 Birch St. San Francisco, Calif.
7. 11111 Maple St. Seattle, Wash.	7. 11111 Maple St. Seattle, Wash.	7. 11111 Maple St. Seattle, Wash.
8. 12121 Willow St. Portland, Ore.	8. 12121 Willow St. Portland, Ore.	8. 12121 Willow St. Portland, Ore.
9. 13131 Spruce St. Denver, Colo.	9. 13131 Spruce St. Denver, Colo.	9. 13131 Spruce St. Denver, Colo.
10. 14141 Fir St. Salt Lake City, Utah	10. 14141 Fir St. Salt Lake City, Utah	10. 14141 Fir St. Salt Lake City, Utah

In Dan Miamo's study, News-gathering in Washington, he interviewed Washington correspondents during 1961-1962 and found that newsmen preferred first the interview and then the news conference. In actual practice, he found, newsmen also most often utilized the interview, followed by the news conference, news inquiry, backgrounder, news release and leak, in that order.⁵

The study conducted by Underwood in 1960 found that the Pentagon press corps recognized the top three news sources--based on quantity and significance--as: informal sources, information organizations and congress.⁶

Most Prolific Sources

Having determined preference and utilization, the author asked military correspondents about the amount of information they received from various sources. Specifically, the question was, "With respect to sheer volume of information you receive or obtain, which would be the three sources that are most prolific. Rank in order, with number one being the source that produces the greatest volume of information."

Table XXXIII reflects that congressional sources provide the most information, followed by releases and informal Pentagon sources. Regulars named Congress and releases, first and second, but considered the daily news briefing as the third most prolific source of information to them. Irregulars also got the greatest volume of

in the first place, the Commission is not a
a technical committee. It is a political body
and must take account of the interests of
the people. In other words, it must
be seen also that the Commission is not
the only body which has the right to
advise the Government in this matter.

1. The study conducted by Gellman in 1963 found that the majority of people who were convicted of a crime in the past year were not convicted of a crime in the year before.

Information.

These results indicate that developmental processes govern the gene expression. Following the results of the developmental processes, the results of the developmental processes are shown in the following table. The results of the developmental processes are shown in the following table.

TABLE XXXIII

MOST PROLIFIC SOURCES: ALL MILITARY CORRESPONDENTS

Q. With respect to sheer volume of information you receive or obtain, which would be the three sources that are most prolific. Rank in order with number one being the source that produces the greatest volume of information.

News Sources	Military News Correspondents						
	(n=29) All Newsmen		(n=18) Regulars		(n=6) Irregulars		(n=5) Mil. Journ. Reporters
	Total Times Named	Rank	Total Times Named	Rank	Total Times Named	Rank	Total Times Named
	18	1	12	1	4	1	2
Congressional hearings, documents, or individual congressmen	14	2	9	2	1	5	4
News releases	11	3	6	4	2	2	3
Informal Pentagon sources							
Military service information organizations	7	4	3	7	1	5	3
Industry sources	7	5	4	5	--	--	2
11:00 a.m. news briefing	7	6	7	3	--	--	3
Formal interviews	5	7	3	6	2	3	4
Responses to inquiries	3	8	2	8	2	3	--
OSD(PA)---as compared to other Defense offices	2	9	1	9	1	5	--
Informal sources in other government agencies	1	10	--	--	1	5	--

Post address, full and complete	Post address	Home	Home file
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La 102 102nd 102nd	La 102 102nd 102nd	La 102 102nd 102nd	La 102 102nd 102nd
La 103 103rd 103rd	La 103 103rd 103rd	La 103 103rd 103rd	La 103 103rd 103rd
La 104 104th 104th	La 104 104th 104th	La 104 104th 104th	La 104 104th 104th
La 105 105th 105th	La 105 105th 105th	La 105 105th 105th	La 105 105th 105th
La 106 106th 106th	La 106 106th 106th	La 106 106th 106th	La 106 106th 106th
La 107 107th 107th	La 107 107th 107th	La 107 107th 107th	La 107 107th 107th
La 108 108th 108th	La 108 108th 108th	La 108 108th 108th	La 108 108th 108th
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La 113 113th 113th	La 113 113th 113th	La 113 113th 113th	La 113 113th 113th
La 114 114th 114th	La 114 114th 114th	La 114 114th 114th	La 114 114th 114th
La 115 115th 115th	La 115 115th 115th	La 115 115th 115th	La 115 115th 115th
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La 235 			

At the beginning of the 1990s, the

Before allowing to release any information to any person, the FBI must be satisfied that the release of such information will not be injurious to the national defense. The release of such information will be made only if it is in the public interest and if it is not contrary to the national defense.

TABLE XXXIII (Continued)

News Sources	Military News Correspondents					
	(n=29) All Newsmen	(n=13)		(n=6)		(n=5) Mil. Journ. Reporters
	Total Times Named	Regulars		Irregulars		Total Times Named
		Rank	Times	Rank	Times	
Formal news conferences	1	10	--	--	1	5
Intentional "leaks"	--	--	--	--	--	--
Backgrounders	--	--	--	--	--	--
Other reporters	--	--	--	--	--	--
Social gossip	--	--	--	--	--	--

^aIf two or more sources were named the same number of times, rank order was based on number of times named first, second, third.

^bOne irregular did not give a second or third choice.

^cOne military journal reporter did not answer question at all.

^dThe five sources named only once are given the same rank order.

information from congressional sources, but said news releases are the second greatest contributor, followed by interviews and responses to inquiries. Military journal reporters indicated most information flows to them from releases, military service information organizations, informal Pentagon sources, industry sources, and congressional sources, in that order.

Overall comparison of those sources that produce the most information--usable or not--with the list of sources generally considered to be the most important, shows that some sources judged to be very important do not necessarily provide a great quantity of material. For instance, news conferences are among the top sources said to be important on a routine basis, but rank at the bottom of the list with respect to sheer volume of information produced.

Sources Providing Most Significant Information

Next, reporters were asked to rank the three sources that generally provide the most significant information based on the material actually received or obtained from all sources.

As indicated in Table XXXIV, four of the top five sources named in response to this question are also among the top five sources rated generally the most important to Pentagon reporters. An exception is informal sources in other government agencies, which is considered equal to

information from congressional sources, but said that
 releases are the second highest category, followed by
 interviews and responses to inquiries. Military Journal
 reporters indicated that information given to them was
 released, usually before information organizations,
 informal foreign sources, industry sources, and other-
 almost nothing is that order.

General comments at these sources are given
 the most information--usually on two--three the list of
 sources generally considered to be the most important,
 those that have sources judged to be very important do not
 necessarily provide a great variety of material. But
 instead, some sources are more the the source said
 to be important on a routine basis, but some of the sources
 of the list with regard to these sources of information
 produced.

General Comments on the Information Sources
 that, reporters were asked to rank the sources
 sources that generally provide the most significant infor-
 mation listed on the general sources of information
 from all sources.

As indicated in Table VIII, most of the top five
 sources listed in response to this question are also among
 the top five sources listed generally the most important in
 foreign sources. In response to this question is
 other government agencies, which is mentioned only in

TABLE XXIV

SOURCES THAT PROVIDE THE MOST SIGNIFICANT INFORMATION:
ALL MILITARY CORRESPONDENTS

Q. Of the material received or obtained from all sources, rank the three that generally provide the most significant information.

News Sources	Military News Correspondents									
	(n=25) All		(n=15) Regulars		(n=6) Irregulars		(n=4) Mil. Journ. Reporters			
	Newsman		Regulars		Irregulars		Mil. Journ. Reporters			
	Total Times Named	Rank ^a	Total Times Named	Rank	Total Times Named	Rank	Total Times Named	Rank	Total Times Named	Rank
Informal Pentagon sources	19	1	13	1	3	4	3	1		
Congressional hearings, documents, or individual congressmen	14	2	8	2	3	1	3	2		
Formal interviews	11	3	8	2	3	5	--	--		
Formal news conferences	9	4	7	4	1	7	1	4		
Informal sources in other government agencies	9	4	6	5	3	1	--	--		
Backgrounders	4	6	2	7	2	6	--	--		
Responses to inquiries	4	6	1	11	3	3	--	--		
11:00 a.m. news briefing	3	8	2	7	--	--	1	4		
Industry sources	3	9	2	7	--	--	1	4		
News releases	3	9	1	11	--	--	2	3		
Intentional "leaks"	2	11	2	6	--	--	--	--		

Station	Date	Time	Wind	Temp	Humid	Press	Visib	Clouds	Remarks
1	10-10-68	0800	10	65	75	30.1	10	0	Clear, light breeze
2	10-10-68	1000	12	68	78	30.0	10	0	Clear, light breeze
3	10-10-68	1200	15	70	80	29.9	10	0	Clear, light breeze
4	10-10-68	1400	18	72	82	29.8	10	0	Clear, light breeze
5	10-10-68	1600	20	74	84	29.7	10	0	Clear, light breeze
6	10-10-68	1800	22	76	86	29.6	10	0	Clear, light breeze
7	10-10-68	2000	20	74	84	29.5	10	0	Clear, light breeze
8	10-10-68	2200	18	72	82	29.4	10	0	Clear, light breeze
9	10-10-68	0000	15	70	80	29.3	10	0	Clear, light breeze
10	10-10-68	0200	12	68	78	29.2	10	0	Clear, light breeze
11	10-10-68	0400	10	65	75	29.1	10	0	Clear, light breeze
12	10-10-68	0600	10	65	75	29.1	10	0	Clear, light breeze

Remarks: All observations were taken at the same station. The wind was light and variable throughout the day. The temperature and humidity were generally in the mid-70s and 80s respectively. The pressure was steady at approximately 29.5 inches of mercury. The visibility was excellent, and the sky was clear.

TABLE XXXIV (Continued)

News Sources	Military News Correspondents					
	(n=25) All Newsmen	(n=15) Regulars	(n=6) Irregulars	(n=4) Mil. Journ. Reporters		
	Total Times Named	Total Times Named	Total Times Named	Total Times Named	Total Times Named	Total Times Named
	Ranka	Ranka	Rank	Rank	Rank	Rankb
Military service information organizations	2	12	1	10	--	1
OASD(PA)---as compared to other Defense offices	--	--	--	--	--	--
Other reporters	--	--	--	--	--	--
Social gossip	--	--	--	--	--	--

^aIf two or more sources were named the same number of times, rank order was based on number of times named first, second, third.

^bOne respondent did not answer any portion of this question.

Polymerization and Characterization of Polyimides											
Sample Name		Sample Weight		Sample Volume		Sample Density		Sample Temperature		Sample Humidity	
Sample ID	Sample Description	Sample Weight (g)	Sample Weight (lb)	Sample Volume (ml)	Sample Volume (in ³)	Sample Density (g/ml)	Sample Density (lb/in ³)	Sample Temperature (°C)	Sample Temperature (°F)	Sample Humidity (%)	Sample Humidity (inches Hg)
1	Sample 1	10.0	0.022	10.0	0.61	1.00	0.036	25.0	77.0	50.0	10.1
2	Sample 2	20.0	0.044	20.0	1.22	1.00	0.036	25.0	77.0	50.0	10.1
3	Sample 3	30.0	0.066	30.0	1.83	1.00	0.036	25.0	77.0	50.0	10.1
4	Sample 4	40.0	0.088	40.0	2.44	1.00	0.036	25.0	77.0	50.0	10.1
5	Sample 5	50.0	0.110	50.0	3.05	1.00	0.036	25.0	77.0	50.0	10.1

[illegible]

can influence the way that the data are interpreted.

news conferences in significance of information received from each. However, informal sources in other government agencies ranked low (8) on the listing of source importance.

Military journal newsmen put releases third on significant information ranking, while that source is one of the lowest (11) for regulars and irregulars (not even named). Irregulars said they get more significant information from responses to inquiries than all other sources except their informal Pentagon contacts, while regulars put that source and releases toward the bottom of the list (11 out of 15).

Underwood found in 1960 that reporters considered the top three sources which produce the most "significant information" to be: (1) informal sources; (2) Congress; and (3) information organizations.⁷ Although Underwood did not distinguish between OASD(PA) and military service information organizations, it is still significant that the 1960 press corps gave such a high rating to information organizations.

In 1970, based on total times named as one of the top three, military service information offices were named twice and ranked only twelfth out of the 15 sources with regard to providing significant information. OASD(PA) was not even cited and ranked with "other reporters" and "social gossip" at the bottom of the list.

most common in classification of information received from such sources. However, Federal Bureau of Investigation (FBI) on the listing of source information.

Efficient source management and control rely on significant information control. While this source is one of the issues (1) the system and its operation have been noted. Therefore, it is not a significant factor in the source management to indicate that all other sources except those listed in the source management, while regulation has been noted and reference to the bottom of the list (1) and (2).

Information found in 1960 case reports contained the key source names which produce the most "significant information" to the FBI Federal Bureau of Investigation and (2) Information organization. The source management and information system (1960) and efficient system information flow organization, it is still significant that the 1960 source management with a high rating of information organization.

In 1970, based on total source management as one of the top three, efficient source management system was noted. Source management only needed for the 1970 source management to provide significant information. (1970) was not even noted and needed with "source management" and "source management" as the bottom of the list.

Summary of Source Evaluations

Table XXXV shows a composite of how military correspondents ranked the 15 news sources based on the five criteria of "general importance," "preference," "actual utilization," "volume of information received," and "significance of information." Table XXXVI provides similar data for just the regulars at the Pentagon.

Discussion of Individual News Sources

Informal Pentagon Sources

Far and above any other source, newsmen considered their own personal contacts in the Pentagon as being the best and most reliable. The regulars said they would find it almost impossible to adequately cover the military beat without them.

Correspondents rank this source as number one in importance, preference, utilization, and significance of its information. It is third with respect to volume of information. Regulars stated three other sources are more prolific. Irregulars said information received from three other sources is more significant and they "prefer" interviews to personal contacts in the Pentagon. Military journal reporters use congressional sources more often than informal DOD contacts.

Two thoughts came through the discussions that are direct reflections of DOD information policies during the

Summary of Source Operations

This KKKK shows a comparison of the military

correspondence received in the past several years on the five

series of "general inquiries," "personnel," "action

information," "status of information received," and

"significance of information." This KKKK provides similar

data for the period of the 1940s.

Comparison of Political and Social

Information Received from

For and from the other source, however, compared

with the personal contacts in the 1940s as being the

best and most reliable. The reports said they would find

it almost impossible to adequately report the military past

without this.

Correspondence from this source is much less in

quantity, however, reliable, and significant in

its information. It is said that reports are more of

information. Reports stated that other sources are more

reliable. Reports said information received from these

other sources is more significant and less "padding" than

that in personal contacts in the 1940s. Military

personnel reports are organizational matters more often than

information on events.

The reports now through the 1940s indicate that the

best reliability of the information received during the

TABLE XXXV
RANKING OF NEWS SOURCES BASED ON FIVE CRITERIA
(ALL CORRESPONDENTS)

News Sources	Military News Correspondents				
	General Import- tance (n=40)	Prefer To Use (n=39)	Actually Use Most (n=39)	Vol- ume (n=29)	Signif- icance of Infor- mation (n=25)
Informal Pentagon sources	1	1	1	3	1
Congressional hear- ings, documents, or individual congressmen	2	5	3	1	2
Formal news conferences	3	3	9	10	4
Formal interviews	3	2	3	7	3
OASD(PA)	3	9	7	9	--
Backgrounders	6	6	13	--	6
Military service information organizations	6	12	10	4	12
Informal sources in other government agencies	8	8	6	10	4
Responses to inquiries	8	4	5	8	6
11:00 a.m. news briefing	10	7	2	6	8
Industry sources	11	13	12	5	9
Intentional "leaks"	12	11	11	--	11
News releases	12	9	8	2	9
Other reporters	14	--	--	--	--
Social gossip	15	--	--	--	--

TABLE XXXVI

RANKING OF NEWS SOURCES BASED ON FIVE CRITERIA
(REGULARS ONLY)

News Sources	Military News Correspondents				
	General Import- tance (n=28)	Prefer To Use (n=27)	Actually Use Most (n=27)	Vol- ume (n=18)	Signif- icance of Infor- mation (n=15)
Informal Pentagon sources	1	1	1	4	1
Formal news conferences	2	2	9	--	4
Congressional hearings, docu- ments, or individual congressmen	3	4	7	1	2
OASD(PA)	4	9	5	9	--
Formal interviews	5	3	3	6	2
Backgrounders	6	6	13	--	7
Military service information organizations	6	11	8	7	10
Informal sources in other government agencies	8	8	6	--	5
Responses to inquiries	9	5	4	8	11
11:00 a.m. news briefing	10	7	2	3	7
Industry sources	11	--	11	5	7
Intentional "leaks"	11	9	12	--	6
News releases	13	12	10	2	11
Other reporters	13	--	--	--	--
Social gossip	15	--	--	--	--

sixties. Several of the more experienced correspondents explained that informal contacts became progressively more important as news sources during the last decade because of McNamara's attempts to keep the military voice out of the public forum. In that context, newsmen said they had to rely more and more on off-the-record remarks by military men willing to risk being traced by investigators as the originator of certain information McNamara wanted kept from the public.

On the other hand, several regulars said even their best informal contacts started to avoid newsmen toward the end of the decade after seeing high ranking military officers transferred or forced to retire because they were suspected of coercing with the media on a story contradicting official Defense policies or positions.

"Even these informal Pentagon sources have dried up. Good guts men are still around, but not many," declared one of the regulars.⁸ This viewpoint is not widely held among all the regulars--yet. However, the bulk of criticism against Pentagon public affairs tactics during the 1960s was founded on the premise that the tighter the control of news, the greater the likelihood that a reporter's own contacts would dwindle into oblivion. Most regulars now said their personal contacts have not been greatly inhibited. But the fact that in 1970 even a few veteran reporters expressed concern over getting less and

the public.

On the other hand, several agencies said even their best informal contacts tended to avoid business toward the end of the decade after hearing their warning already.

Officers contacted at points in Paris, London, New York, Washington, St. Louis and the other cities of the United States, all agreed that the situation was serious.

They stated that the situation was serious.

They stated that the situation was serious.

up. Your wife was not still married, but was single."

less from personal contacts is alarming. Reporters stated this administration has made a conscious effort to open up more channels to newsmen; but few said the trend developed in the sixties to keep OED between newsmen and the military services has really been halted, much less reversed.

An inherent difficulty is that cultivating and maintaining informal sources in DOD is a greater problem for military correspondents than newsmen on other beats in Washington because of the continuous turnover of military personnel. Often a military official attempts to put newsmen in touch with his successor and encourage a similar relationship. But this is not always easily accomplished and the reporter must begin from scratch.

Several regulars admitted that their best contacts are not in the public affairs field, but lie within the middle to upper echelons of military officialdom.

Congressional Hearings, Documents, or Individual Congressmen

Military correspondents said that on occasion the only Washington sources who will talk about a particular Defense issue are individual congressmen. Many regulars, however, put congressmen in the same category as industry sources, e.g., often trying to get in the limelight of the media to advance their particular bias.

For whatever reason, congressional hearings, documents or individual congressmen on the Hill rank second in general importance (3.8) as a news source. This source

less from personal contacts is standing. Reports stated
this administration has made a commission which is open to
were obvious to members; but the fact the same developed
in the winter to have one between members and the military
services has really been failed, and has reversed.

The National Committee is now collecting and
maintaining interest amount in 1911 in a special program
for military organizations and members in other parts in
Washington Bureau of the Department Bureau of Military
Department. Often a military official attempts to put
members in touch with his knowledge and knowledge a similar
relationship. But this is not always easily accomplished
and the report must begin from scratch.
Several factors which have been found
are not in the public sphere. But the other two
which to report members of military organizations.

Departmental Inquiry, Department, and Individual Department

Military organizations with that in connection the
only distinguished members who will 1-11 about a particular
between these are individual organizations. They represent
power, for recognition in the last history as history
members, e.g., often trying to get in the interests of the
which an advance that particularly high.

The members remain, organizational Inquiry, Group
ment of individual organizations in the 1111 that record in
personal Inquiry (1-11) as a new source. This source

ranks fifth in preference, and shares the third spot with formal interviews with regard to actual utilization. Only informal Pentagon sources are put ahead of congressional services as far as significance of information. Also, it is the most prolific of the 15 sources according to the combined opinions of the Pentagon press corps.

Regulars gave this source a mean of 3.6 (moderate to great importance) and ranked it third, behind informal Pentagon sources and news conferences. It was their fourth preference, and seventh most utilized source. Regulars said only their informal DOD sources give more significant information, but considered congressional sources as the most prolific.

Irregulars considered this source the most important, but preferred to use five other sources before turning to the Hill, and "utilized" it in about the same manner. They, too, find it the most prolific, but considered three other sources more significant with regard to information provided.

Military journal reporters ranked this source between "great" and "very great" importance (4.2 mean), but would prefer to use five other sources before Hill contacts or documents. However, they find themselves "most often utilizing" this source. Of the five sources named as being prolific providers of information, congressional sources ranked last, while journal newsmen considered the

made this in Germany, and shows the third and fourth
 Social Insurance with regard to which William Lloyd
 National League members are not at all interested
 because as far as significance of information. This is
 as the most possible as the is known according to the
 condition of affairs of the League from 1900.

... League give this matter a more of 1.5 (League)
 as very important and which is said. Social Insurance
 League members and were disappointed. It was said that
 Germany, and never was William Lloyd. League
 said only their interest for which give very significant
 information, but considered complicated matter as the
 was possible.

Interpretation considered this matter was very important.
 that, and referred to the first other matter which during
 to the Hall and "League" is as much as the same matter,
 they, but this is the most possible, but mentioned from
 other sources were slightly more with regard to information
 provided.

... League National League members this matter
 between "League" and "League" (League 1913) and
 were found to be the same matter which will continue
 an account. However, they this (League) "League" and
 League" was found. Of the first League was as being
 profile picture of William Lloyd. League members
 were found, while League members considered for

information they received from this source second only to the significance of material from informal Pentagon sources.

Several regulars gave high praise to the research facilities, files, and quick responsiveness of congressmen's aides and staff members.

Newsman acknowledged that hearings on the Hill make hard news, but many also stated congressmen are of "moderate importance" in covering DOD because they are advocates and may not give a full story when hearings are open to the public.

The majority of regulars do not deal directly with congressmen. Instead, they work in conjunction with the reporter who covers Congress for their news outlet.

It is more likely that military correspondents will give their attention to hearings in the form of abridged documents from closed sessions that contain testimony offered by military and civilian Defense officials. These transcriptions are released by congressional committees to the press after being checked by security review personnel. Reporters said by the time they get sanitized versions of hearings it is often weeks and even months after the fact. Then, according to newsmen, it may take several days or weeks before the flavor of their contents is fully digested.

A few regulars explained that to make matters worse, more than once Defense officials have, for some reason,

[illegible]

chosen to hand out two or more such documents simultaneously. This, newsmen said, only perpetuates sloppy and superficial reporting for hard news media who strive to be first with the story. A few of the regulars noted the following happenings with skepticism: (a) the simultaneous release of unrelated bulky congressional hearings; (b) the simultaneous release of transcriptions from military testimony and unrelated DOD study findings; or (c) the release of key hearings on the day of a fast breaking story (or on Friday). To these newsmen, such an approach, if intended to bury the news, really works against the interests of DOD, since the likely result is a misguided, superficial, news account that only confuses an issue rather than bury it.

But some of these same reporters, and others, noted instances when DOD released such documents with a "hold for release" qualifier which enabled newsmen to fully comprehend the meaning of the testimony and ask clarifying questions before any stories were filed. Many correspondents were irritated by the lack of consistent policy with regard to this source of news.

Other regulars suggested it would work to everyone's advantage if officials with a feel for news judgment would index such documents for ready reference. Two regulars described how they submitted inquiries on sensitive subjects through formal OASD(PA) channels and got "classified"

UNIVERSITY OF CALIFORNIA, BERKELEY

[illegible]

vegetables required for each new seedling to be

First with the class. A few of the students raised their

ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED

Small: woods, fields, and meadows.

any and all information on the subject of the above.

of my presence on the day of a late morning walk in the

Article 1: The above agreement, with its appendix, is hereby

to buy the new, really work against the interests of

100. Since the first visit in a single, sequential

1997-1998

10

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doi:10.1002/ajim.10004

with the meaning of the testimony and was classified

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THESE WERE DELIVERED UP FOR THE PURPOSE OF BEING REPRODUCED IN THE

Figure 10 shows the results of the regression analysis. The regression equation is:

Source: U.S. Census Bureau, *U.S. Census of Population, 1980*, vol. 1, PC80-1-A, table 1-10.

10-10-68

and later years, the early years of the

and we suggest that they should be considered as a

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as an answer; only to discover later, while going through back testimony made by high ranking Defense officials, that the information they had requested, and more, had been officially released weeks or months earlier by a committee on the Hill with DOD approval. Thus, they suggested such indexing by Defense public affairs officers or other officials would keep them informed as well as newsmen.

Formal News Conferences

While sharing the third position of importance with interviews and OASD(PA), formal news conferences ranked behind eight other sources with respect to utilization. Yet correspondents would like to be able to use this as a source as an alternative only to informal DOD contacts and interviews. It shares a low position (10) with informal sources in other government agencies as far as "sheer volume" of information derived, but both sources provided information, the significance of which is only outdone by three other sources.

Regulars gave news conferences higher ratings in all categories, but did not even rank that source among the seven named with respect to quantity of information they receive on a routine basis. Regulars ranked news conferences as follows: overall importance, second; prefer to use, second; actually utilize, ninth; and significance of information, fourth.

Irregulars did not find news conferences as

as an answer only to American letter, which says simply that
 they are sorry that they have not been able to do more.
 The information they have requested, and which they have
 officially released, is not as much as we would like to see
 in the hands of the public. Still, they requested such
 information by letter, and we have no objection to other
 officials seeing what they have received, as well as we can.

Foreign News Development

While during the past period of Japanese war
 activities and (SABIN), there were considerable gains
 during which some success was achieved in collection.
 Yet correspondence would like to be able to see this as a
 source as an alternative only to internal sources and
 information. It shows a few points that will be
 shown in other government reports as far as they
 "volume" of information desired, but both sources provided
 information. The significance of which is only shown by
 these other sources.

Results from our continued fight against
 all countries, but did not even show that there were the
 same kind of report in quantity of information that
 received on a regular basis. Reports from our
 come as follows: several reports, some of which are
 mostly actually reliable, and significant as
 information, but.

Information is not the same as information.

appealing. Data show: (a) they considered seven other sources more important; (b) they preferred to use six other sources, putting news conferences and leaks in the same preference category; (c) they used seven other sources before this one; (d) do not get a great quantity of material from news conferences; and (e) put this source last of the seven they said provided the most significant information.

Military journal correspondents took an equally dim view of news conferences as a source of Defense news. It was consistently ranked behind seven other sources in all categories.

News Conferences Held Often Enough?

Military correspondents were asked if they agree or disagree that news conferences are held frequently enough. As Table XXXVII indicates, the press corps is about evenly divided on the question. Those regulars, however, who disagree have stronger feelings that there should be more, than those who said news conferences are held often enough.

Except for one reporter, irregulars did not exhibit a preference either way and more military journal correspondents than not stated there are currently enough.

One of the veteran regulars from a daily newspaper summed up the feelings of most of the regulars:

News conferences could be of great importance if conducted by cabinet officers such as Laird, Packard /Deputy SECDEF/, and the service chiefs--if they

...the most significant feature of the ...

[illegible][illegible]

11. Confidential Source 36 of State Department said:
Source 36 said at that sensitive meeting in November
1964 he was advised that the CIA was not going to

TABLE XXXVII

NEWS CONFERENCES HELD OFTEN ENOUGH?

Q. Tell me the extent to which you agree or disagree with the following statement: Formal DOD news conferences are held frequently enough. (n=36)

Correspondents	News Conferences Held Often Enough?				
	Strongly Agree	Agree	Disagree	Disagree	Strongly Disagree
Regulars					
Daily News-papers	--	3	--	4	1
Wire Services	--	1	1	2	--
Newspaper Chains	1	1	1	--	--
News Magazines	1	1	--	--	1
Radio	--	2	--	1	--
TV	--	1	--	--	2
Spec. Int. Pubs.	--	2	--	--	--
Sub-total	2	11	2	7	4
Irregulars	--	--	3	--	1
Military Journals	--	3	1	1	1
Total ^a (n=36)	2	14	6	8	6

^aFour responses not included: two "not applicable," one "don't know," and one newsman did not answer.

TABLE XXIII

PERCENTAGE OF RESPONDENTS BY SEX AND AGE

U. Tell us the reason for which you were or are not
the following activities: (a) (b) (c) (d) (e) (f) (g) (h) (i) (j) (k) (l) (m) (n) (o) (p) (q) (r) (s) (t) (u) (v) (w) (x) (y) (z) (aa) (ab) (ac) (ad) (ae) (af) (ag) (ah) (ai) (aj) (ak) (al) (am) (an) (ao) (ap) (aq) (ar) (as) (at) (au) (av) (aw) (ax) (ay) (az) (ba) (bb) (bc) (bd) (be) (bf) (bg) (bh) (bi) (bj) (bk) (bl) (bm) (bn) (bo) (bp) (bq) (br) (bs) (bt) (bu) (bv) (bw) (bx) (by) (bz) (ca) (cb) (cc) (cd) (ce) (cf) (cg) (ch) (ci) (cj) (ck) (cl) (cm) (cn) (co) (cp) (cq) (cr) (cs) (ct) (cu) (cv) (cw) (cx) (cy) (cz) (da) (db) (dc) (dd) (de) (df) (dg) (dh) (di) (dj) (dk) (dl) (dm) (dn) (do) (dp) (dq) (dr) (ds) (dt) (du) (dv) (dw) (dx) (dy) (dz) (ea) (eb) (ec) (ed) (ee) (ef) (eg) (eh) (ei) (ej) (ek) (el) (em) (en) (eo) (ep) (eq) (er) (es) (et) (eu) (ev) (ew) (ex) (ey) (ez) (fa) (fb) (fc) (fd) (fe) (ff) (fg) (fh) (fi) (fj) (fk) (fl) (fm) (fn) (fo) (fp) (fq) (fr) (fs) (ft) (fu) (fv) (fw) (fx) (fy) (fz) (ga) (gb) (gc) (gd) (ge) (gf) (gg) (gh) (gi) (gj) (gk) (gl) (gm) (gn) (go) (gp) (gq) (gr) 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How often do you do the following activities?

Frequency	Never	Once a week	Twice a week	Three times a week	Four times a week	Five times a week	Six times a week	Seven times a week	Eight times a week	Nine times a week	Ten times a week	Eleven times a week	Twelve times a week	Thirteen times a week	Fourteen times a week	Fifteen times a week	Sixteen times a week	Seventeen times a week	Eighteen times a week	Nineteen times a week	Twenty times a week	Twenty-one times a week	Twenty-two times a week	Twenty-three times a week	Twenty-four times a week	Twenty-five times a week	Twenty-six times a week	Twenty-seven times a week	Twenty-eight times a week	Twenty-nine times a week	Thirty times a week	More than thirty times a week	Don't know	No answer	
Walking	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Swimming	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Boating	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Fishing	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Golfing	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Reading	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Watching TV	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Listening to the radio	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Doing housework	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Shopping	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Traveling	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Volunteering	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Other	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Total (N=100)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

*Total responses not included for "Other" category.
One "don't know" and one response for "Other" category.

/service chiefs/ ever come out of the woodwork. Nobody's had more exposure /to the press/ than Laird. But he doesn't stand up and have wide open conferences. Overall, you can't top it for a responsible man to stand up and defend his program.⁹

Many other regulars expressed the view that Laird has had more news conferences than his immediate predecessors, but agreed that these conferences are usually conducted for specific reasons, either when a "flap" is taking place or when the Defense Secretary has something he wants to get across. The biggest complaint was that OSD officials and military officials do not have open, "no-topic" news conferences during which newsmen can ask questions on any subject related to military affairs. They said today this just is not happening.

Several said while the 11:00 a.m. daily briefing is good exposure, it is not the same as having a top (non-PAO) official who can respond on the spot before newsmen.

A regular with a radio outlet said:

Formal news conferences are only very great /importance/ because they permit nailing officials, on-the-record, on policy matters. This, of course, is the foundation which must stand as a barometer on change, and as a base for many questions with background sources and interpretive pieces.¹⁰

While the regulars recognized that a great deal of preparation is required on the part of any official to ready himself for a news conference, they still would like to see more held. One of the regulars, however, offered this comment: "I realize they're such a burden /referring to news conferences/ to the official. It's understandable why there

are not more."¹¹

Several reporters had the impression they are merely used by officials who conduct news conferences because the only time they are held is when "they are trying to sell something."

News magazine correspondents said they attend news conferences to stay up on the key Defense issues. Since they do not compete with hard news media, they stated they usually try to get to the principal official before or after the conference to obtain the human side or a different angle to what was emphasized during the conference.

One of the network television correspondents explained how he views the normal DOD news conference: "It's great for getting on the air; 'moderately important' for getting leads; and of 'little' importance as far as understanding a story."¹²

Formal Interviews

The formal interview was among the top sources overall, sharing the third position of importance with news conferences and OASD(PA). The combined opinions of military correspondents show: (a) the interview is preferred second only to informal Pentagon contacts; (b) it is utilized as often as congressional sources (ranked third); and (c) is third as far as significance of information, but seventh with respect to sheer volume of material derived.

Regulars put the interview after four other sources

are not aware of it.

However, regarding the information that the
investigative work of the FBI is being continued
because the only way to find out is to keep on
trying to find out.

Some agencies, unfortunately, said they were not
convinced to keep up on the day-to-day basis. They
do not keep up with the work. They want to
usually try to get to the principal subject in
order to continue to obtain the same kind of a
and only to them was assigned during the conference.

One of the subjects referred to was
explained that he knew the name of the person
"It's a case of getting on the case 'immediately'."
The person's name was 'John' and he was
understanding a story.

FOURTH SECTION

The fourth section was about the top secret
overall, showing the third position of information with new
information and (1944). The combined efforts of all
the organizations were (a) the interest is being
related only to internal security concerns for it is
related to them as confidential matter (b) (c) (d) (e)
and (f) in that as the right to be informed. But
events with regard to these cases are being delayed.
Further for the investigation of these cases.

when evaluating overall importance, yet preferred to use only their personal Pentagon contacts and news conferences before the interview. In practice, they use informal Defense sources, and the 11:00 a.m. briefing more often than the interview. Five other sources were considered more prolific to the regulars, while the significance of information transmitted from the interview was rated second, with congressional sources (behind informal Pentagon contacts).

Irregulars "most preferred" to use this source, but actually turn to three other sources more frequently. They considered information more significant from four other sources, and get a greater quantity from two others-- Congress and informal Pentagon sources.

Military journal reporters gave the interview a high rating for overall importance (third, behind informal Pentagon sources and Congress) and would like to use it second, but six other sources are more frequently utilized. The interview was not even named by journal reporters in discussions on the most "prolific" and most "significant" information sources.

It has already been mentioned that newsmen recognized that Defense Secretary Laird put the word out to officials in DOD to grant more interviews. Correspondents stated this helped access slightly, but once they get to see an official, the information is still far from

which resulted in the all important. The position as was
only their personal property which was not mentioned
before the incident. In January, 1944, the following
German women, and the 1944 and 1945 were often
seen in the hospital. When other women were mentioned
more profiles in the hospital while the physicians at
information requested from the hospital was taken away.
With confidential medical records included in the
records).

Intelligence "not possible" to see this record, but
usually not in other cases such as hospital. They
considered information from hospital from other
sources, and for a further quantity from the hospital.
Original and original hospital records.

Military hospital records have the following:
This record for several important (1944, 1945, 1946, 1947)
hospital records and hospital) and would like to see it
record, but the other records are not sufficiently reliable.
The hospital was not seen by hospital records in
discussions on the most "possible" and most "possible".
Information sources.

It was already been mentioned that hospital records
also had German records for the year 1944 in
officials in 1944 to 1945 were included. Furthermore
stated this helped some slightly, but only for the
and as official. The information is still for the

forthcoming. It was also established that one of the biggest problems for the reporter in trying to arrange interviews is the time delay in getting to the official. Newsmen also suggested interviews arranged through formal public affairs channels usually are not as fruitful as those set up between the correspondent and his own informal contact. Much of this stems from what reporters considered a holdover from the interview monitoring directive in existence officially from 1962 through 1967, and which unofficially--they said--still exists.

Newsmen are more likely to request interviews through information officers in OASD(PA) or the services if they are not sure which official has the information desired. Correspondents said quite often officials approached directly by a reporter will simply refer them back to "proper channels" and the reporter ends up at OASD(PA) anyway.

"The military is more apt to make newsmen go through information channels to set up an interview than civilians in OASD/," said one of the regulars. "I am very seldom turned down, however."¹³ Another full-time correspondent said, "I've not had many formal interviews lately. This administration has made routine things so easy to get, the need for formal interviews is not as great as it used to be. Phone calls are better."¹⁴ Few newsmen, however, shared his confidence.

The Interview Monitor

Many critics of DOD news policies during the sixties concentrated on the issue of monitored interviews, stating that this was nothing more than a "big brother is watching" sort of inhibition and therefore very detrimental to newsmen. Monitors usually are PAOs, although other officials do serve in this capacity at times.

Military correspondents were asked (a) if they considered the presence of a monitor during an interview as being detrimental, an assistance, or (b) whether it made any difference to them.

As indicated in Table XXXVIII, the majority viewpoint among the Pentagon press corps was that monitors are detrimental. Regulars do not feel as inhibited as irregulars when a PAO sits in during an interview. But the majority of regulars were divided between "detrimental" and "doesn't matter." A few suggested monitors can be both an assistance and a detriment. Only one regular responded "can assist," without qualification.

All irregulars, on the other hand, said the presence of a monitor was detrimental and four of the military journal correspondents stated it is both; while two said detrimental.

Overall, the regulars suggested the disadvantages outweigh the advantages. Generally, even those who said it does not matter qualified their remarks with such things as "if the monitor sits quietly," and "if he doesn't interject

The interview continued.

Many copies of the new bulletin during the

series conducted on the issue of combined reviewing.

During that time was working with a "big project" in

meeting" out of London and therefore very difficult

to answer. Because usually the work, always other

officials he knew in this country as well.

His only correspondence was with the fact that

considered the presence of a person during an interview as

being necessary. On occasion, he had to be in order

any difference in form.

He included in some letters the subject of

point among the various press corps and that situation was

different. Because he not only he included in every-

thing when a new idea in terms of interview. For the

majority of regular work listed between "depression" and

"don't know." The suggested solution was to keep an

interview and a document. Only one person responded

"don't know" without qualification.

All included, on the other hand, with the presence

of a person was different and that of the military

journal correspondence stated it in some while two

with different.

Overall, the subject suggested the interview

between the interview. Generally, from then and that it

that not many qualified their answers with things as

"if the matter is really," and "if the matter is really"

TABLE XXXVIII

MONITOR DETRIMENTAL OR ASSISTANCE?

Q. In general, do you believe the presence of a monitor during an interview is detrimental, can assist, or doesn't matter to the correspondent? (n=39)

Does a Monitor Help or Hurt?

Correspondents	Detrimental	Doesn't Matter	Can Assist	Both Detrimental and Can Assist
Regulars	13	10	1	3
Irregulars	6	—	—	—
Military Journals	2	—	—	4
Total (n=39)	21	10	1	7

of the general, on the subject of the program as a whole, during the last year, the following was said in the report to the committee (10-12)

Does a similar case exist?

Category	Number of cases	Number of cases	Number of cases	Number of cases
1. General	10	10	10	10
2. Specific	10	10	10	10
3. Military	10	10	10	10
4. Naval	10	10	10	10
5. Air	10	10	10	10
6. Total (over)	10	10	10	10

or take notes."

On the detrimental side, one of the regulars expressed the feeling of many regulars:

It's not so much detrimental. It's demeaning for three different people: the monitor, who knows he's not wanted; the official, who knows he's being told he's not a sufficiently grown man to handle it; and the reporter, who just plain resents it because he resents everything.¹⁵

Another regular--a radio correspondent--agreed, but added a different twist:

Outside of being downright insulting, the presence of a monitor will often make a pliable source clam up. The monitor is often a direct subordinate, who--the source may feel--is after his job. I seldom will agree to interview a source under such a structure.¹⁶

Many newsmen do not mind a monitor when interviewing a high level official. But for lower officials, they said it is silly and only leaves "a bad taste in everyone's mouth." Several regulars suggested the official is scared more of the monitor than of the reporter. Some stated it causes a lack of trust and gives officials new to DOD the impression that reporters are unreliable; thus they tend to clam up even before being exposed to good reporting by good correspondents.

Those who said a monitor's presence is detrimental stated the official feels constrained, inhibited, and reluctant to talk. Reporters suggested the official finds it demeaning and immediately doubts the credibility of the correspondent.

The reader is reminded that correspondents said

"ingrained cautiousness" was the primary reason officials do not grant interviews.

According to newsmen, the monitor himself is detrimental when (a) he tries to answer questions, (b) he busily takes notes on everything said during the interview, and (c) he continuously interrupts to interject his own comments. "One monitor tried to answer my questions himself," one newsman said. "If I wanted to interview him, I'd have gone across the hall and done it."¹⁷ According to reporters, the monitor also has tried to tell the official and the newsman what rules they should follow without first consulting the official:

Many IOs before an interview say "let's make it not for attribution." It shouldn't be that way. It should be up to the official. Some IOs tell you to run quotes back through them. One time the official told the monitor, "Why? I've always been able to stand on my word." It only degrades the official.¹⁸

Most frequently mentioned by those newsmen who said it can be helpful is that a monitor--a "good" one--gives the official confidence when the interview is on a sensitive or classified subject. Some reporters suggested an official may talk more freely if a monitor advises him on what has been released. A few correspondents said the monitor may act as a reinforcement: "It doesn't bother me one bit; gives me back up notes. And I don't mind the monitor getting informed also." Not many agreed with this viewpoint, however.

Several regulars said that many times they get the

"The primary concern of the... was the primary concern of the..."

do not present..."

According to... the... is...

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impression the monitor is just as uncomfortable being there as the official and newsmen are having him present. A network TV correspondent who stated monitors do not help, but only make officials nervous, added:

But it's no real problem for me. Monitors I've had have tried to be as unobtrusive as possible. Some even apologized to me before and after the interview for having to be there.¹⁹

A veteran regular with a daily newspaper offered a good side of the monitoring system, but added a disclaimer:

The monitor learns something that will be useful if another reporter asks in the future. But I told a monitor not long ago that he shouldn't be here /during an interview/ and he said he needed the education for later. I said, "Yes, you'll be getting information that I dug up." He said, "That's selfish." And I said it certainly is. Of course a lot does depend on the reporter and his outlet. Also the official being interviewed may be the wild type and need monitoring.²⁰

In summary, one of the regulars expressed the view of most reporters:

It's detrimental most of the time. Some monitors are just a nuisance to newsmen and screw things up; take notes, etc. Officials are conscious of that. Yet in some cases it helps. Like if the official feels the IO will catch classified information. But the disadvantages outweigh the advantages.²¹

Percentage of Interviews With Monitors

Reporters also were asked of the interviews they had conducted at the Pentagon--those set up through channels--about what percentage were held with a monitor present?

Table XXXIX indicates 54 per cent of all correspondents (20) said they had monitors at more than 75 per cent

information the source is told to disseminate being that
 as the official and government are having the government
 because TV correspondence has been called in and help.
 but only with officials involved.

But it's on this occasion for me, because I've had
 have tried to be as objective as possible. And even
 obligated to me before and after the interview for
 being so honest.
 I've been trying with a daily newspaper offering a
 good side of the monitoring system, not what a dictatorship.

The reason I'm writing this will be said is
 another reporter said in the paper. But I said I
 would not say that he was a "good" person, I
 was talking, but he said he didn't know the situation for
 later. I said, "Yes, you'll be getting information
 that I say up." He said, "That's what I said." But I said
 is certainly so. Of course a few more things on the
 subject and his source. And the official being
 interviewed may be the wild type and not necessarily.

In summary, one of the reasons I'm writing this
 is to report.

It's a document of the kind, some people
 are just a mixture of news and some things are
 said about the situation and conditions of the
 in some cases it's just a few things said. But
 to will be a mixture of news and some things
 that's what the document is.

Knowledge of the situation with the
 government and some of the things that
 has happened in the past few years. But it's
 chaotic—some of the things that have happened
 in the past few years.

With this information of the past few years
 and the things that have happened in the past few years.

TABLE XXXIX

PERCENTAGE OF INTERVIEWS MONITORED

Q. Of the interviews you have conducted at the Pentagon (those set up through information channels), about what percentage were held with a monitor present? (n=37)

Correspondents	Percentage of Interviews Monitored				
	Less Than 25%	25%- 50%	About Half	50%- 75%	More than 75%
Regulars	6	1	3	2	13
Irregulars	1	--	--	1	4
Military Journals	2	--	1	0	3
Total (n=37)	9	1	4	3	20

of their interviews, while nine reporters (24 per cent) stated less than 25 per cent of their interviews were monitored.

Three-quarters of the regulars (18) were in the "about half" and more category. About half of all regulars (13) had monitors at more than 75 per cent of their interviews. Less than one-quarter (6) of the regulars have not had monitors present less than 25 per cent of the time.

Irregulars are more than likely to find a monitor present during one of their interviews, while military journal correspondents have no consistent pattern. Overall, more than half (23) of all military correspondents have had a monitor at most of the interviews conducted.

Unclassified Information Withheld?

It has been established that most reporters said DOD does not give the whole truth all the time. Specifically, regulars were asked if they feel that officials intentionally withhold unclassified information from them during interviews. Twenty said yes, three answered "sometimes," and only one said no.

As with inquiries submitted in writing, newsmen said they tend to get what they ask for during interviews. However, several suggested this is natural since Defense officials are "just human beings who try to protect themselves, DOD, or the administration."

One of the regulars with a daily newspaper said:

of their interests while also reporting the fact that
 several times when it had been at their interest was
 mentioned.

These reports of the reports (10) were in the
 "about half" and were complete. About half of all reports
 (11) and minutes of the fact that the fact of their interest
 was also mentioned (12) of the reports was not
 and minutes were not from it but not of the fact.
 Therefore they were from the fact that a report
 present during one of their interests. While during
 several conversations with an interest during the fact
 some fact (13) of all minutes were not
 a report as most of the interests reported.

Unpublished Information

It has been established that some reports will
 not give the whole truth all the time. While
 only reports were used it that fact that
 intentionally withheld information from the
 during interests. Twenty said yes, three answered "no"
 times" and only one said no.

As with interests mentioned in writing, however,
 said they need to get what they are and during interests.
 However, several mentioned this in writing when they
 officials are "just want to see the fact that they
 others. But, of the officials."

One of the reports with a daily newspaper with

"Yes, /officials withhold unclassified information/ when politically sensitive or embarrassing to the administration or service. It happens more often than it should and it is bothersome."²² A newspaper chain reporter added: "Yes, whenever they are not ready to talk about things; especially until a final decision is made. Quite often Congress must be told first. It's a political factor."²³

Another view frequently mentioned was expressed by a news magazine correspondent: "I've gotten the impression that there's a tendency not to be frank, but to hold back because people have been burned on a news story and these burns last."²⁴

One of the television reporters put the majority's viewpoint quite simply: "As a rule, officials usually don't open up and really level /during interviews/."²⁵

OASD(PA)

OASD(PA) as a news source received a mean of 3.4 (moderate to great) and ranked with news conferences and interviews (third position) in importance. Military newsmen named eight sources they "prefer" more than OASD(PA), but in practice this source is seventh among those most frequently "utilized." Eight sources are thought more prolific and none of the correspondents named OASD(PA) among the top three sources that provide the most significant information.

This source was ranked fourth in overall importance

[illegible]

He said that the police had been told that the man was in the area of the hotel and that they had been looking for him for some time. He said that the man was a white male, about 30 years old, and that he was wearing a dark jacket and light-colored pants. He said that the man was seen walking away from the hotel at about 10:30 p.m. on the night of the murder.

...the fact that the ...
...the fact that the ...

One of the following requests for the subject's
disposition shall be made: "As a rule, officials usually don't
go on and really love to be in the office."

P.E. De Jager & Devisiers No. 1000, 1001, 1002, 1003, 1004, 1005, 1006, 1007, 1008, 1009, 1010, 1011, 1012, 1013, 1014, 1015, 1016, 1017, 1018, 1019, 1020, 1021, 1022, 1023, 1024, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1032, 1033, 1034, 1035, 1036, 1037, 1038, 1039, 1040, 1041, 1042, 1043, 1044, 1045, 1046, 1047, 1048, 1049, 1050, 1051, 1052, 1053, 1054, 1055, 1056, 1057, 1058, 1059, 1060, 1061, 1062, 1063, 1064, 1065, 1066, 1067, 1068, 1069, 1070, 1071, 1072, 1073, 1074, 1075, 1076, 1077, 1078, 1079, 1080, 1081, 1082, 1083, 1084, 1085, 1086, 1087, 1088, 1089, 1090, 1091, 1092, 1093, 1094, 1095, 1096, 1097, 1098, 1099, 1100, 1101, 1102, 1103, 1104, 1105, 1106, 1107, 1108, 1109, 1110, 1111, 1112, 1113, 1114, 1115, 1116, 1117, 1118, 1119, 1120, 1121, 1122, 1123, 1124, 1125, 1126, 1127, 1128, 1129, 1130, 1131, 1132, 1133, 1134, 1135, 1136, 1137, 1138, 1139, 1140, 1141, 1142, 1143, 1144, 1145, 1146, 1147, 1148, 1149, 1150, 1151, 1152, 1153, 1154, 1155, 1156, 1157, 1158, 1159, 1160, 1161, 1162, 1163, 1164, 1165, 1166, 1167, 1168, 1169, 1170, 1171, 1172, 1173, 1174, 1175, 1176, 1177, 1178, 1179, 1180, 1181, 1182, 1183, 1184, 1185, 1186, 1187, 1188, 1189, 1190, 1191, 1192, 1193, 1194, 1195, 1196, 1197, 1198, 1199, 1200, 1201, 1202, 1203, 1204, 1205, 1206, 1207, 1208, 1209, 1210, 1211, 1212, 1213, 1214, 1215, 1216, 1217, 1218, 1219, 1220, 1221, 1222, 1223, 1224, 1225, 1226, 1227, 1228, 1229, 1230, 1231, 1232, 1233, 1234, 1235, 1236, 1237, 1238, 1239, 1240, 1241, 1242, 1243, 1244, 1245, 1246, 1247, 1248, 1249, 1250, 1251, 1252, 1253, 1254, 1255, 1256, 1257, 1258, 1259, 1260, 1261, 1262, 1263, 1264, 1265, 1266, 1267, 1268, 1269, 1270, 1271, 1272, 1273, 1274, 1275, 1276, 1277, 1278, 1279, 1280, 1281, 1282, 1283, 1284, 1285, 1286, 1287, 1288, 1289, 1290, 1291, 1292, 1293, 1294, 1295, 1296, 1297, 1298, 1299, 1300, 1301, 1302, 1303, 1304, 1305, 1306, 1307, 1308, 1309, 1310, 1311, 1312, 1313, 1314, 1315, 1316, 1317, 1318, 1319, 1320, 1321, 1322, 1323, 1324, 1325, 1326, 1327, 1328, 1329, 1330, 1331, 1332, 1333, 1334, 1335, 1336, 1337, 1338, 1339, 1340, 1341, 1342, 1343, 1344, 1345, 1346, 1347, 1348, 1349, 1350, 1351, 1352, 1353, 1354, 1355, 1356, 1357, 1358, 1359, 1360, 1361, 1362, 1363, 1364, 1365, 1366, 1367, 1368, 1369, 1370, 1371, 1372, 1373, 1374, 1375, 1376, 1377, 1378, 1379, 1380, 1381, 1382, 1383, 1384, 1385, 1386, 1387, 1388, 1389, 1390, 1391, 1392, 1393, 1394, 1395, 1396, 1397, 1398, 1399, 1400, 1401, 1402, 1403, 1404, 1405, 1406, 1407, 1408, 1409, 1410, 1411, 1412, 1413, 1414, 1415, 1416, 1417, 1418, 1419, 1420, 1421, 1422, 1423, 1424, 1425, 1426, 1427, 1428, 1429, 1430, 1431, 1432, 1433, 1434, 1435, 1436, 1437, 1438, 1439, 1440, 1441, 1442, 1443, 1444, 1445, 1446, 1447, 1448, 1449, 1450, 1451, 1452, 1453, 1454, 1455, 1456, 1457, 1458, 1459, 1460, 1461, 1462, 1463, 1464, 1465, 1466, 1467, 1468, 1469, 1470, 1471, 1472, 1473, 1474, 1475, 1476, 1477, 1478, 1479, 1480, 1481, 1482, 1483, 1484, 1485, 1486, 1487, 1488, 1489, 1490, 1491, 1492, 1493, 1494, 1495, 1496, 1497, 1498, 1499, 1500, 1501, 1502, 1503, 1504, 1505, 1506, 1507, 1508, 1509, 1510, 1511, 1512, 1513, 1514, 1515, 1516, 1517, 1518, 1519, 1520, 1521, 1522, 1523, 1524, 1525, 1526, 1527, 1528, 1529, 1530, 1531, 1532, 1533, 1534, 1535, 1536, 1537, 1538, 1539, 1540, 1541, 1542, 1543, 1544, 1545, 1546, 1547, 1548, 1549, 1550, 1551, 1552, 1553, 1554, 1555, 1556, 1557, 1558, 1559, 1560, 1561, 1562, 1563, 1564, 1565, 1566, 1567, 1568, 1569, 1570, 1571, 1572, 1573, 1574, 1575, 1576, 1577, 1578, 1579, 1580, 1581, 1582, 1583, 1584, 1585, 1586, 1587, 1588, 1589, 1590, 1591, 1592, 1593, 1594, 1595, 1596, 1597, 1598, 1599, 1600, 1601, 1602, 1603, 1604, 1605, 1606, 1607, 1608, 1609, 1610, 1611, 1612, 1613, 1614, 1615, 1616, 1617, 1618, 1619, 1620, 1621, 1622, 1623, 1624, 1625, 1626, 1627, 1628, 1629, 1630, 1631, 1632, 1633, 1634, 1635, 1636, 1637, 1638, 1639, 1640, 1641, 1642, 1643, 1644, 1645, 1646, 1647, 1648, 1649, 1650, 1651, 1652, 1653, 1654, 1655, 1656, 1657, 1658, 1659, 1660, 1661, 1662, 1663, 1664, 1665, 1666, 1667, 1668, 1669, 1670, 1671, 1672, 1673, 1674, 1675, 1676, 1677, 1678, 1679,

and...
...
...
...

and in several other cases is severely injured. The
injury is usually fatal. The injury is usually fatal.
The injury is usually fatal. The injury is usually fatal.

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by each group of correspondents--regulars, irregulars, and military journal reporters.

Regulars have preference for eight other sources over OASD(PA), but ranked it fifth in "utilization." Irregulars did not list it as a preferred source, but it was seventh out of eight sources named as most often "used" in covering the Pentagon. Irregulars said four sources are more prolific and four others on a par with OASD(PA) regarding the greatest "volume" of information provided. But it was not named as one of the seven sources that usually give the most significant information to irregulars.

Military journal reporters said there are only three sources they would rather use, yet OASD(PA) was not listed among those most often utilized. Also, journal correspondents did not view this source among the more prolific or one of the top three providers of significant information.

One of the television correspondents said:

The bulk of material comes from OASD(PA). We rely on them for so much, but it's not a source of hard news. As a news source, I'd give it very little importance.²⁶

A magazine writer and a regular Pentagon newsmen pointed out: "I use OASD(PA) on very routine matters and to get guidance where not to go."²⁷ Many correspondents agreed they are more apt to utilize OASD(PA) when the material they are seeking is routine.

by each group of correspondents--topical, historical, and
military--journal reports.

Journalists have produced the right kind of work
over the years, but there is still in "journalism."

Journalists did not live in a protected world, but in
the world of the light of the world as it is.

In covering the world, journalists did not know
more people than they could get with their cameras.

Regarding the present "world" of journalism, journalists
did not know as much as the other world.

Journalists give the most significant information to the world.
Journalists have been with them for many years.

Three nations they would rather see, two nations they
would rather see, one nation they would rather see.

Journalists did not know this world as they did the
world of the light of the world as it is.

Journalists did not know this world as they did the
world of the light of the world as it is.

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Journalists did not know this world as they did the
world of the light of the world as it is.

A detailed analysis of the Office of the Assistant Secretary of Defense for Public Affairs (OASD/PA) is found in Chapter IV.

Backgrounders

In 1968, Bill Moyers, former White House press secretary, said the indiscriminate use of backgrounders as a source of hard news is a dangerous practice in Washington; one that constantly afflicts the credibility of the press and the government. He suggested that reporters want as complete a story as possible and backgrounders give them full opportunity: to cross-examine; to check evidence received through this channel with other sources later; to choose information they regard as reliable and accurate; and throw out self-serving propaganda.

Moyers added that "formal group briefings" often tend to degenerate into a relationship between the official and reporters not unlike that of master and slave. He said competitive pressure permits little time for cross checking and contributes to uniformity. Moyers stated that Sylvester admitted to him quite bluntly that for six years, while he was in the Pentagon, he watched cover-up stories go down "smooth as cream," when he thought they would cause a "frightful gurgle." However, Moyers added it is naive to believe the practice will be abandoned altogether, or even should be.²⁸

The backgrounder currently is considered to be of the same overall importance as military information organizations (sixth position). Correspondents preferred to use five other sources before the backgrounder, but actually utilized 12 others ahead of this source. It was not named among the 12 sources considered the most prolific, and reporters evaluated the significance of information from backgrounders on a par with responses they get from inquiries (sixth position).

Regulars viewed this source with respect to the five criteria dealing with news sources as follows: general importance, sixth; preference, sixth; utilization, thirteenth; quantity of information, not named as one of top three; and significance of information, seventh.

Irregulars said eight other sources are more important than backgrounders and give this source a mean of only 2.2 (little to moderate). Yet they prefer to use only five other sources before backgrounders. In practice, they said this is the case. This source was not ranked among those considered by irregulars as being most prolific, but ranked sixth when gauging significance of information received from all sources.

Backgrounders were said to be of little importance to military journal reporters, who stated this source had the same importance as "other reporters." They preferred to use eight other sources ahead of backgrounders and did

The headquarters certainly is expected to be the
 the most carefully prepared as military intelligence organ-
 ization (staff position). Headquarters prepared in the
 the other sources before the headquarters, but actually
 utilized is other than of this source. It has not been
 made as it seems considered the most possible, and
 reports revealed the significance of information from
 headquarters on a few with responses they get from
 inquiries (staff position).

Reports from this source with regard to the
 five criteria dealing with how sources are collected (staff
 position, staff preference, staff utilization, staff
 results, quality of information, the source as one of the
 three, and significance of information, however).

However we said eight other sources are more impor-
 tant than headquarters and give this source a rank of only
 3.5 (little or moderate). The staff position is not only the
 other sources before headquarters. In position, they said
 this is the case. This source was not ranked very high
 considered by headquarters as being very possible, but ranked
 high when giving significance of information received
 from all sources.

Headquarters were said to be of little importance
 in military tactical operations, who ranked this source as
 the most important as "other operations." They predicted
 to see other sources ahead of headquarters and this

not even list this source among those three most utilized. Nor is this source cited among the seven named with regard to significance and volume of information.

Role of the Backgrounder?

A backgrounder may be in the form of a prearranged personal interview, or it may involve a deep background session with a group of reporters.

The term "backgrounder" is most often both abused and confused. According to Douglass Cater, the background briefing was originated during World War II by General George G. Marshall and Admiral Ernest J. King to fill reporters in on secret military plans so that they would not disclose vital military secrets by guessing.²⁹

In 1967, ~~Newsweek~~ editorialized that the backgrounder became an institution during World War II, adding that it allowed the late President Roosevelt and other leaders to let bureau chiefs and columnists know exactly what they were thinking.³⁰

As previously mentioned, McNamara met with military correspondents at 3:00 p.m. on Thursdays, for the purpose of offering background information on Defense issues. Until 1967, attribution to information disseminated during these sessions was limited to "U. S. officials." After much pressure from newsmen this was changed. One of the regulars told the author: "It was done, but the decision of McNamara and Vance to attribute backgrounders from U. S.

not even list this source among those most skilled.
 But in this source cited many of the same names with regard
 to relationships and values of information.

Now in the background

A disclaimer may be in the form of a paragraph

personal information. In any instance it may be

assumed with a group of experts.

The term "background" is used often with regard

and omitted. According to Douglas Lakin, the background

detailing was originally based upon the 1940s.

George W. Marshall and Ronald Reagan W. King in 1941

together in an effort to identify plans to that they might

not be taken from military records of planning.²⁸

In 1947, Marshall advised that the background

section in the background section was the only one that is

allowed the last detailed background and other factors to

the source of the information from which they were

were coming.²⁹

In 1947, Marshall advised that the background

background was the only one that is the only one

of which background information is the only one

which 1947, Marshall advised that the background

which was the only one that is the only one

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officials to 'Defense Officials' took a week for them to decide this."³¹

The regulars were asked what part they think backgrounding should play in the newsgathering process at the Pentagon. Most correspondents said backgrounding should be used to explain, clarify, or put things in perspective on a continuing basis, or simply give information on a running story that is not available elsewhere. A smaller group--less than one-fifth of the regulars--stated backgrounding should be employed to prevent distortion or to keep reporters on track when a hot issue deals with policy or sensitive and classified areas.

The majority viewpoint was that large group backgrounders--such as McNamara instituted--lose their effectiveness and generally degenerate into nothing more than a news conference under different ground rules. News-men stated that in large group sessions, they are hesitant to ask "good" questions since they do not want to tip their hand. Small backgrounders with only a few reporters, or even better, individual backgrounding, are considered best.

One of the regulars from a daily newspaper said:

They are extremely useful for individuals or small groups of reporters where really backgrounding is done to give the thinking behind policy. They're dangerous if they get too big or produce hard news--McNamara's got too big. Laird has gotten around backgrounding by dropping in on the Pentagon press corps. Also Laird on-record is better than McNamara was off-the-record. But it's frustrating if a reporter is not in the building when Laird drops in.³²

11

The cigarette was not used in the same way as the cigarette in the cigarette.

The majority viewpoint was that large areas were

One of the regions from which the material was obtained is the region of the ...

They are extremely careful the individuals in their
groups of supporters who are being indoctrinated in their
to give the religious belief. They are extremely
it they are not to be taken into consideration
yet too late. They are given a great deal of
teaching in the various forms of the
movement in order that they may be able to
and it is necessary it is necessary it is necessary
to be able to do this.

Another regular said:

Laird has a thing about backgrounders. I don't agree with him. He went to extremes because of McNamara's experiences. I feel something embarrassing to the U. S. should not be on-the-record, yet should not be withheld from the press.³³

Several suggested the only way military officials will agree to meet with a group of reporters is on a back-ground basis. If this is the best alternative to getting nothing from the military, reporters said it should be done this way. But many correspondents stated even this once useful channel between the military mind and the newsman is no longer available.

One of the veteran military reporters said:

Individual backgrounders are better than group ones and extremely useful in DOD. The military is very gun-shy and scared they'll say the wrong thing if on-the-record. It should play a role of great importance but doesn't.³⁴

A wire service correspondent agreed:

DOD and the services are sadly deficient in this area. The more you need background guidance, the more things are tightening up. We need more taking reporters into confidence. This is virtually non-existent. The services have fallen way down in backgrounding. I don't think it's bad to have backgrounders; assuming an official trusts a reporter and regards him as reliable and responsible, and if the official feels the fullest and most balanced account must get out to the public. Information chiefs, backed by service secretaries, ought to volunteer military experts so we /newsmen/ know where they stand.³⁵

Several newsmen made a specific point that they disagreed with the Laird-Henkin philosophy of less backgrounding. As one of the regulars said, "I don't look for evil motives in backgrounders. Reporters can decide for

not be obtained from the press. It
to the U. S. should not be in the press, for it is
Hammann's explanation. I feel strongly emphasizing
agrees with him. He says in essence that he is
lacking has a thing about him. I don't

SECRET

will agree to meet with a group of lawyers in an attempt to get the bill passed. It is the only alternative to getting the bill passed, otherwise it would be dead.

000-68-697-2

Individuals who are not yet citizens and who are not yet citizens are not yet citizens.

A also received correspondence from

[illegible]

U.S. DEPARTMENT OF AGRICULTURE

...and
... ..
... ..

themselves about information obtained. I don't feel victimized by the trial balloon."³⁶ Another veteran newsman got more specific:

I totally disagree with Mr. Laird and Mr. Henkin who sort of act as if a backgrounder is a sinister activity and that the unattributable quote is somehow dirty pool. I just don't accept that. The unattributable quote by a reporter who knows who he's quoting--and if he's a reputable reporter and that means most reporters--I feel it's legitimate. I feel the public realizes when a guy is not quoted there is a good reason why and it merits attention. Some feel there's a danger that newsmen will make up quotes themselves. There probably is some of that, but not much.³⁷

Most regulars suggested the benefits of honest backgrounding as described earlier far outweigh the drawbacks. Many newsmen said McNamara practiced dishonest backgrounding since he was usually trying to sell something. The information, while useful, was provided to help DOD, not the correspondents, according to many of those who attended these briefings.

"Laird is not pushing things on background like McNamara did," one of the regulars said. "He took advantage of backgrounding. His approach was self-seeking."³⁸ Several suggested the McNamara approach was not truly backgrounding since everyone in Washington knew of the Thursday afternoon sessions and, when they saw or heard news reports on Friday, there was little doubt as to their origin.

Another difficulty that developed with McNamara's sessions was that they became a form of hard news, according to newsmen. Instead of reporters using the information obtained through this channel for later reference, their

1980-1981, 1982-1983, 1984-1985, 1986-1987, 1988-1989, 1990-1991, 1992-1993, 1994-1995, 1996-1997, 1998-1999, 2000-2001, 2002-2003, 2004-2005, 2006-2007, 2008-2009, 2010-2011, 2012-2013, 2014-2015, 2016-2017, 2018-2019, 2020-2021, 2022-2023, 2024-2025, 2026-2027, 2028-2029, 2030-2031, 2032-2033, 2034-2035, 2036-2037, 2038-2039, 2040-2041, 2042-2043, 2044-2045, 2046-2047, 2048-2049, 2050-2051, 2052-2053, 2054-2055, 2056-2057, 2058-2059, 2060-2061, 2062-2063, 2064-2065, 2066-2067, 2068-2069, 2070-2071, 2072-2073, 2074-2075, 2076-2077, 2078-2079, 2080-2081, 2082-2083, 2084-2085, 2086-2087, 2088-2089, 2090-2091, 2092-2093, 2094-2095, 2096-2097, 2098-2099, 2100-2101, 2102-2103, 2104-2105, 2106-2107, 2108-2109, 2110-2111, 2112-2113, 2114-2115, 2116-2117, 2118-2119, 2120-2121, 2122-2123, 2124-2125, 2126-2127, 2128-2129, 2130-2131, 2132-2133, 2134-2135, 2136-2137, 2138-2139, 2140-2141, 2142-2143, 2144-2145, 2146-2147, 2148-2149, 2150-2151, 2152-2153, 2154-2155, 2156-2157, 2158-2159, 2160-2161, 2162-2163, 2164-2165, 2166-2167, 2168-2169, 2170-2171, 2172-2173, 2174-2175, 2176-2177, 2178-2179, 2180-2181, 2182-2183, 2184-2185, 2186-2187, 2188-2189, 2190-2191, 2192-2193, 2194-2195, 2196-2197, 2198-2199, 2200-2201, 2202-2203, 2204-2205, 2206-2207, 2208-2209, 2210-2211, 2212-2213, 2214-2215, 2216-2217, 2218-2219, 2220-2221, 2222-2223, 2224-2225, 2226-2227, 2228-2229, 2230-2231, 2232-2233, 2234-2235, 2236-2237, 2238-2239, 2240-2241, 2242-2243, 2244-2245, 2246-2247, 2248-2249, 2250-2251, 2252-2253, 2254-2255, 2256-2257, 2258-2259, 2260-2261, 2262-2263, 2264-2265, 2266-2267, 2268-2269, 2270-2271, 2272-2273, 2274-2275, 2276-2277, 2278-2279, 2280-2281, 2282-2283, 2284-2285, 2286-2287, 2288-2289, 2290-2291, 2292-2293, 2294-2295, 2296-2297, 2298-2299, 2300-2301, 2302-2303, 2304-2305, 2306-2307, 2308-2309, 2310-2311, 2312-2313, 2314-2315, 2316-2317, 2318-2319, 2320-2321, 2322-2323, 2324-2325, 2326-2327, 2328-2329, 2330-2331, 2332-2333, 2334-2335, 2336-2337, 2338-2339, 2340-2341, 2342-2343, 2344-2345, 2346-2347, 2348-2349, 2350-2351, 2352-2353, 2354-2355, 2356-2357, 2358-2359, 2360-2361, 2362-2363, 2364-2365, 2366-2367, 2368-2369, 2370-2371, 2372-2373, 2374-2375, 2376-2377, 2378-2379, 2380-2381, 2382-2383, 2384-2385, 2386-2387, 2388-2389, 2390-2391, 2392-2393, 2394-2395, 2396-2397, 2398-2399, 2400-2401, 2402-2403, 2404-2405, 2406-2407, 2408-2409, 2410-2411, 2412-2413, 2414-2415, 2416-2417, 2418-2419, 2420-2421, 2422-2423, 2424-2425, 2426-2427, 2428-2429, 2430-2431, 2432-2433, 2434-2435, 2436-2437, 2438-2439, 2440-2441, 2442-2443, 2444-2445, 2446-2447, 2448-2449, 2450-2451, 2452-2453, 2454-2455, 2456-2457, 2458-2459, 2460-2461, 2462-2463, 2464-2465, 2466-2467, 2468-2469, 2470-2471, 2472-2473, 2474-2475, 2476-2477, 2478-2479, 2480-2481, 2482-2483, 2484-2485, 2486-2487, 2488-2489, 2490-2491, 2492-2493, 2494-2495, 2496-2497, 2498-2499, 2500-2501, 2502-2503, 2504-2505, 2506-2507, 2508-2509, 2510-2511, 2512-2513, 2514-2515, 2516-2517, 2518-2519, 2520-2521, 2522-2523, 2524-2525, 2526-2527, 2528-2529, 2530-2531, 2532-2533, 2534-2535, 2536-2537, 2538-2539, 2540-2541, 2542-2543, 2544-2545, 2546-2547, 2548-2549, 2550-2551, 2552-2553, 2554-2555, 2556-2557, 2558-2559, 2560-2561, 2562-2563, 2564-2565, 2566-2567, 2568-2569, 2570-2571, 2572-2573, 2574-2575, 2576-2577, 2578-2579, 2580-2581, 2582-2583, 2584-2585, 2586-2587, 2588-2589, 2590-2591, 2592-2593, 2594-2595, 2596-2597, 2598-2599, 2600-2601, 2602-2603, 2604-2605, 2606-2607, 2608-2609, 2610-2611, 2612-2613, 2614-2615, 2616-2617, 2618-2619, 2620-2621, 2622-2623, 2624-2625, 2626-2627, 2628-2629, 2630-2631, 2632-2633, 2634-2635, 2636-2637, 2638-2639, 2640-2641, 2642-2643, 2644-2645, 2646-2647, 2648-2649, 2650-2651, 2652-2653, 2654-2655, 2656-2657, 2658-2659, 2660-2661, 2662-2663, 2664-2665, 2666-2667, 2668-2669, 2670-2671, 2672-2673, 2674-2675, 2676-2677, 2678-2679, 2680-2681, 2682-2683, 2684-2685, 2686-2687, 2688-2689, 2690-2691, 2692-2693, 2694-2695, 2696-2697, 2698-2699, 2700-2701, 2702-2703, 2704-2705, 2706-2707, 2708-2709, 2710-2711, 2712-2713, 2714-2715, 2716-2717, 2718-2719, 2720-2721, 2722-2723, 27

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I recently happened with Mr. Helms and Mr. Martin who went by but as it is a possibility as a statistic activity and that the considerable error is between dirty pool. I have don't know that. The newspaper- this word by a reporter who knew who in a publisher- and it has a reputation as a newspaper and that means more reporters-I feel it's important. I feel the picture favorable when a guy is not your friend is a good towards who and it means something. When that comes a danger that someone will say in your situation. There probably is some of this, but not much.

received by witnesses who had been interviewed in 1990.

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Page 10 of 10

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The information will be used to:

and the corresponding, according to any of these

44 Journal of the History of the Earth System

*Table 1 is the position table as of 1994.

CONFIDENTIAL

of the following:

Several suggested the following scenario was a likely cause:

Statement was not used for purposes of this study.

SECRET

on Friday, there was little doubt as to their value.

— *Journal of the American Medical Association*, 1967, 202: 1033-1034

_____ was that they became a force of their own.

environmental and other questions to Robert. January 1991

superiors came to expect a news story out of it. Thus, the newsmen almost was obliged to file a story whether he wanted to or not. In retrospect, if this feeling was widespread, it could be suggested that Pentagon reporters were partially transformed into lap-dogs by their own news outlets.

While regulars were quick to criticize the circumstances that developed because of McNamara's backgrounders, many said Laird has gone too far in the opposite direction by all but eliminating any form of backgrounding in his attempts to kill the Defense credibility gap. The question of Laird's view on backgrounders and how this affects newsmen is addressed later in this chapter.

Several reporters indicated they would prefer to have backgrounders conducted by officials other than just a Secretary of Defense: "OASD(PA) misses a bet by not exposing knowledgeable men to the press on key issues."³⁹ Another said DOD ought to hold what the State Department holds for out-of-town editors--educational backgrounding:

Informed people ought to tell about the issues. They shouldn't use a Madison Avenue advertising approach. For instance, the Navy has blown the carrier issue so badly. They should tell the press all about carriers; what they cost--total cost with everything on them--to run, why we need them, etc. Instead, we get nothing. The Naval Institute ~~Proceedings~~ and Naval Review give better information on the subject than any brief we had on Navy.⁴⁰

Others agreed that OSD and the services have missed the bet on many key issues by not providing information

that could be used by reporters to better interpret the news. Correspondents said they know that even in the most "open" atmosphere, not all pertinent information can, or should, be on-the-record. Because they miss out on much of the material that would be beneficial both to newsmen and DOD in many instances, correspondents stated reporting suffers and therefore the public suffers for not getting the complete picture. One of the television correspondents said:

Backgrounders should put things in perspective. Reporters who have been there Pentagon for years know what's going on but don't have time to keep up. That's why weekly backgrounders on the key story of the week would be good. You'd get better reporting. It's logical. The more knowledgeable the reporter, the better reporting he'll do.⁴¹

A news magazine reporter suggested: "They're good Backgrounders. We need many to keep layering on useful information for use when nothing else is available."⁴²

Another electronic media representative added to this viewpoint:

Newsmen have to get as fully informed as possible. If they have to be fully informed through backgrounding, it should be. They can be useful; I think they are. But I'd prefer open news conferences.⁴³

Whether or not they agreed on how backgrounders should be employed, the regulars agreed that backgrounders, like off-the-record interviews, tend to remove inhibitions and sometimes are much more valuable than open news conferences because restrictions forced upon the official involved keep him from being candid with reporters.

that could be used by reporters to obtain information from
them. Correspondents with long news items in the past
"open" atmosphere, and all pertinent information was, it
should be understood, known that this was on page 51
the records that would be available both to members and
not in many instances, correspondence would reporting
action and therefore the public interest for not keeping
the complete picture. One of the national correspondents

REPORTING 2-11-61
LEGION. The more immediately the reporter, the better
would be good. That's not better reported. It's
Why really better than on the way away of the way
What's going on in the way of the way of the way
REPORTING 2-11-61

A more extensive report is available with

[illegible]

Information has been received from the following:

ANOTHER CLASSICAL MUSIC RECORDING FROM THE 1950s

[illegible]

1. The first part of the report is a general statement of the purpose of the study. It states that the purpose is to determine the effect of the new curriculum on the students' learning.

[illegible]

should be subjected to regular stress tests and physical examinations.

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and sometimes are more reliable than other data sources.

1999-2000

Involved party has been being advised with respect to

There is a value to certain information being put on-the-record. However, backgrounding provides explanation and detail that can't always be put on-the-record. Sometimes reporters get an honest view of what happens--an inside look at what happens--that they won't get in taped open interviews.⁴⁴

The news magazine writer who made the above remark also said the electronic news correspondents dislike backgrounders, while wire service reporters prefer to quote with attribution; yet he prefers backgrounders because he is not competing with the others for hard news.

As mentioned earlier, a small group of reporters suggested the background technique should only be used when dealing with classified or very sensitive stories. A few others said it is only warranted for special stories or under special circumstances.

A newspaper chain reporter said: "Its place back-grounders is when a sensitive issue arises and DOD needs the cooperation of the press. Officials should lay their cards on the table and be frank with the press."⁴⁵

One of the television correspondents said:

It should be limited to extensive discussion on a specific subject of a classified nature so media can understand why it's classified and why they should or should not use the information. Backgrounders should not be used to tell why the Navy thinks this or that. Yet, it would be helpful if a Navy admiral answers all questions in background. This happens too seldom.⁴⁶

Another regular said: "Backgrounders should not be used on a routine basis, for routine information. But rather for depth on related information, such as State Department related material."⁴⁷ Several other reporters

There is a value to certain information being put on the record. However, I would suggest that the information and detail that I have in my mind is not relevant. I would suggest that it is not relevant to this hearing and I would like to see that the information is not put on the record.

THE NEW SPANISH WITH THE NEW SPANISH

also the electronic news correspondence system.

Indemnity, with other service organizations in force

with restrictions yet to be placed upon the

It is not surprising that the above results are in good agreement with the results of the other authors.

It is requested that you advise the Bureau of the results of your investigation.

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[illegible]

where α is an arbitrary constant.

under special circumstances.

A newspaper must register with the office.

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the composition of the forest. Disturbance would lay waste

[illegible]

THE UNIVERSITY OF CHICAGO

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DATE 08-22-2011 BY 60322 UCBAW

10-11-68

...the

Consistent in perspective. This picture was taken from the same point of view as the previous one, but the camera was moved forward, so that the subject is now closer to the camera. The background is still visible, but it is less prominent than in the previous picture.

and you have a very good idea of what you are doing.

based on a random walk, for example. However, the

1960-1961

Department of Defense, Washington, D.C. 20301

described to the author that one of the "saving graces" of McNamara's backgrounders was that newsmen were able to get a feeling for State Department positions, rationale, and thinking on areas that had a direct bearing on military affairs. These same newsmen suggested that under this administration, this type of backgrounding is nonexistent. Reporters said that type of approach was above and beyond DOD's purview, but they still considered such material invaluable to them when trying to put Defense activities abroad in perspective.

Only two regulars flatly suggested backgrounders generally are bad. One said, "On-the-record is better. Backgrounding seems to be a cop-out by officials."⁴⁸ One simply said, "There shouldn't be any backgrounding."⁴⁹ A regular who stated individual backgrounders are beneficial added: "The biggest danger is that newsmen may lose their cause. It's an inhibiting factor on correspondents and makes for a kept press."⁵⁰

In summary, one of the regulars described his feelings in a manner that generally reflected what most of the newsmen seemed to think:

Backgrounders should be used to apply basic honest information upon which to judge further events. Without backgrounding, understanding and the chance to ask sturdy questions is not as strong. Backgrounding also allows DOD to get sympathy and understanding for a specific story. It's like ice cream. Backgrounding is the cherry at the top of on-the-record information.⁵¹

described in the section that one of the "leading groups" of
 economic's investigations was that between 1910 and 1915
 a feeling for these important political, religious, and
 religious to some extent had a direct bearing on military
 affairs. These same reasons suggested that under this
 administration this type of development is necessary.
 Therefore with this type of approach and also and beyond
 the's position, but they will consider with material
 involved in them when trying to put before activities
 should be representative.

Only one regular fully equipped development
 generally are held. One said, "Development is better
 development seems to be a system of affairs."²⁰ The
 simply said, "There is no development."²¹ A
 regular who stated individual development was essential
 subject "The highest degree is that system and that
 group. It is an individual factor on development and
 seems for a long time."²²

In summary, one of the regulars described his
 feeling is a school that generally reviewed what most of
 the regulars seemed to think.

Development should be used to give each person
 information upon which he could further develop. Without
 development, understanding and the chance to use
 study materials is not as strong. Development also
 allows him to see things and understand for a
 specific reason. It is like an exam. Development is
 the ability to use the top of the brain information.

Description of Previous Backgrounders

Sixteen regulars were asked to describe backgrounders previously conducted at the Pentagon. Several reporters gave more than one general description. Based on their own experiences, the most frequently cited description (nine times) was the reporter "obtained valuable information not available anywhere else." Five correspondents said "only a tool for OSD officials to present their side of an issue." Three stated that McNamara's backgrounders were used mostly as trial balloons. Twice cited was, "information offered clarified an issue to prevent reporters from inadvertently reporting on classified information." One of the regulars said: "I think most backgrounders were used to drive or mold public opinion without the risk of being tied to it."⁵²

Less Backgrounding Better or Worse?

Having discussed the proper role of backgrounders at the Pentagon, correspondents were asked if they thought the current policy of less formal backgrounding with more Defense information kept on-the-record is better or worse for the military news reporter.

The regulars and irregulars were divided on the question and military journal correspondents answered it is either better or about the same. As Table XL indicates, more than one-third of all the reporters (14) said it is worse not to have formal background sessions; about

description of various investigations
 between reports were made to the
 members previously mentioned in the
 Department was made and general
 this was explained and the
 this (this time) was the
 information was available
 and said "only a few
 kind of an issue." When
 members were said mainly
 was. Information obtained
 reports from individuals
 action. One of the
 grounds were made to
 the aim of being
 late
 Having discussed the
 at the Department, members
 the various points of
 before information
 for the military
 The Department and
 members and military
 other members on
 was then concluded
 was not to have

TABLE XL

LESS BACKGROUNDING BETTER OR WORSE?

Q. Would you say that the current policy of less formal backgrounding with more Defense information kept on-the-record is better or worse for the military correspondent? (n=37)

Correspondents	Less Backgrounding Better or Worse		
	Better	About the Same	Worse
Regulars	11	3	12
Irregulars	2	2	2
Military Journals	3	2	--
Total (n=37)	16	7	14

one-fifth (7) suggested it makes no difference, and the larger, remaining group (16) stated the current policy is better for newsmen.

Many of the regulars who answered "worse" said they feel the way they do because they are not getting as much of the type of information they need to do their jobs. Others suggested Laird has not had as much contact with the press as he would if he conducted such backgrounders.

One of the regulars said, "I liked McNamara's way better. They were all snow jobs, but I knew it was a regular thing. We could hear his comments and just the fact that SECDEF was available on a regular basis was good."⁵³

"I felt McNamara's backgrounders were helpful, especially on Vietnam," one of the magazine writers said. "This is historically how government has dealt with wars. It also reflects the difference between newspapermen and magazine writers."⁵⁴

One of the veteran regulars gave a description of how backgrounders used to be:

Under Wilson /SECDEF from 1953 to 1957/ back-grounders used to explain things that weren't fully understood. Most cases were used to illustrate, emphasize, and put out information that couldn't be discussed in the open. It was like footnotes to history--what it meant; not intended in the past for propaganda. Today, as in the past, newsmen recognize propaganda.⁵⁵

One of the television correspondents said: "We don't have as much contact with Laird--background or

one-third (7) suggested it as a basis for discussion, and the
larger, remaining group (11) stated the current policy is

rather the reverse.

One of the speakers who suggested "reverse" said that
that the very thing he pointed out was the question of the
of the type of information that would be to that point.

Others suggested that the fact that we were dealing with the
issue as he would it be considered with respect to the

One of the speakers said, "I think someone's way
better. They were all more [unclear] but I don't see a
logical thing. We would have his [unclear] and [unclear] the
fact that [unclear] was available on a [unclear] basis was

good."

"It felt someone's [unclear] were helpful.
especially in [unclear]." One of the speakers [unclear] said
"This is [unclear] the government has [unclear] with [unclear].
It also reflects the [unclear] between [unclear] and
regional [unclear]."

One of the speakers [unclear] gave a [unclear] of
the [unclear] used to be

Under [unclear] [unclear] from that on [unclear] [unclear]
[unclear] used to [unclear] things that [unclear] [unclear]
[unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear]
[unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear]
[unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear]
[unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear]
[unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear]
[unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear]

One of the speakers [unclear] [unclear] [unclear] [unclear]
[unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear]

otherwise. Also, Packard is somebody we're getting to know less and less. We hardly ever see him now."⁵⁶

A radio correspondent who said less backgrounding is worse added:

Ideally, everything would be on-the-record. But this is not realistic. By cutting down backgrounders in favor of on-the-record news conferences, Laird has his cake and eats it too. He controls the news conference largely; the man is a brilliant professional. At the same time, there is a broad category of information, because of sensitivity, which cannot be issued in a public statement by the Secretary of Defense. At the same time, it may be information he would like to leak in any case. By refusing to background, Laird locks himself in. An example would be a story involving any major foreign power. The administration may wish information to leak, but can't offend the other nation with an on-the-record comment. This background-on-the-record dilemma is largely limited to Laird. Below that level most cultivated sources will freely talk on background, and deep background in the case of a really tight story.⁵⁷

Another regular with a daily newspaper said: "It's worse for me simply because TV often has more of an opportunity to monopolize coverage. Otherwise, the trend is a good one."⁵⁸

One regular qualified his remarks: "Generally worse, but only if they eliminated individual backgrounding would it really affect my ability to report."⁵⁹

One of the irregulars viewed backgrounding as the best and worst of two worlds:

It's worse! Worse for the correspondent if he is astute, but perhaps better in terms of public interest. Backgrounders clearly are subject to great abuse. They allow Pentagon officials to mislead or disseminate without taking full responsibility for their statements. On the other hand, if a correspondent is astute and cautious, the more contact he has with high level

officials, the better his chance of getting at the truth and the real motivations and purposes of the administration.⁶⁰

On the positive side, many of those who said the policy of on-the-record with little formal backgrounding is better said so because they preferred attribution. But many of these correspondents also suggested that this does not mean they get all the information they would likely get if there were backgrounders:

It's better. SECDEF on-record is preferred to one off-record. The public knows exactly who says it. But McNamara got a lot of information off his chest he wasn't willing to put on-the-record.⁶¹

Another added to this view by saying: "I prefer on-record information, though we can't get SECDEF thinking as much as before."⁶² One of the irregulars said: "It's about the same. There's less information, but more usable."⁶³ Another regular agreed: "Same. But I have the feeling they're not giving us so much on-the-record."⁶⁴

Two of the irregulars stated it is better because of the impact it has on officials:

It's better! Makes officials responsible for the information they are putting out. Background at the Pentagon is often a shield for sloppiness; the sources know they won't be tagged if information proves less than accurate.⁶⁵

The other said it is better because "backgrounding encourages the promotion of assumptions that officials know are not the whole truth."⁶⁶

One of the regulars suggested it is better "because when we do have backgrounding now, they really are

10-10-68

11. That we have been informed that the following information was received from the Bureau of the American Medical Association, dated 10/1/41:

It's better. I don't disagree as I should be
all-around. The public knows exactly what they
want. I got a lot of information in the past
and I'm willing to pay for it.

the same. There's been information, but none useful.⁴³
 worth as before.⁴⁴ One of the investigators said "It's more
 second information. I don't see any more coming in."
 Another added as this view by saying "I haven't got

They're not giving me an exact estimate, but

Two of the employees would be in better position
of the report is not so significant

It is further stated that the information was not passed on. Disposition of the information is given in detail in the summary of the report. It is further stated that the information was not passed on.

and was the result of the

When he is not conducting his own work, he is often found in the laboratory of the U.S. Army Medical Research and Development Command, where he is working on the development of a new type of chemical warfare agent.

backgrounders."⁶⁷ Yet another added: "From the end of February 1970 to June 1970 we had only one backgrounder and it was great."⁶⁸

Credibility vs. On-the-Record

As noted earlier, Secretary Laird and ASD(PA) Henkin feel that by putting more Defense information on-the-record and cutting down on the use of backgrounding, DOD's credibility will increase.

In this context correspondents were asked if they thought credibility increased when more official information was put on-the-record. As Table XLI indicates, only slightly more than half (20) said this is the case, about one-third (12) stated it does not increase, and five reporters said it makes no difference.

Some reporters did not see a direct correlation. As one of the regulars said: "I don't see it in that simple a term." Another added, "I'm not sure that's necessarily so, but at least you know who said it."

A regular with a daily newspaper qualified his remarks: "In some cases only. Reporters may not fully understand because a situation is not put into perspective."⁶⁹ Others agreed:

Depends on the information. But it's not just more words, news conferences, etc., that improve credibility. I'd rather have someone level with me and I've found people more honest in backgrounders.⁷⁰

One of the veteran regulars viewed the problem from

background, the matter seems to be and is
February 1970 to date 1970 as had only one background and
it was great.

Qualifying for the background
As noted earlier, testimony taken and 1970/71 seems
that even by finding more relevant information on the ground
and moving down to the use of background, 1970's test-
imony will become.

In this manner, background information will be used
through the background information which was obtained information
was for background, to which the testimony, only
which was then said (1970) and this is the case. Good
background (1970) seemed to have not increased, and this
background said it seems to be.

There appears to be a direct correlation.
As one of the reports said "I don't see it in that light
a case." Another said, "I'm not sure that's necessary."
But that is what you have to do.

A report was made by background which said
background "in some cases only." However, not only
background because a situation is not just background
key.

Reports on the information, but let's not just have
what, some background, what, some background, some
I've found that background level with up and I've found
people were found in background.
One of the reports seemed to be the same.

TABLE XLI

CREDIBILITY VS. ON-THE-RECORD

Q. Do you think that credibility increases when more official information is put on-the-record? (n=37)

Correspondents	Credibility Increases with On-the-Record		
	Yes	Makes no Difference	No
Regulars	15	3	9
Irregulars ^a	2	--	3
Military Journals	3	2	--
Total (n=37)	20	5	12

^aOne "no opinion" response not included.

TABLE III

DEVELOPMENT OF THE ECONOMY

2. Do you think that developing countries have more official investment in the economy? (a-v)

Developing Countries with GNP per Capita

Country	Yes	No	Total
Algeria	12	2	14
Argentina	5	1	6
Australia	5	1	6
Total (a-v)	22	4	26

Not "on capital" investment but included.

both sides:

Either way you have trouble. There's less credibility problem if they use backgrounders because reporters can't come back and say Laird said thus. McNamara didn't lie, but he had a lousy crystal ball concerning Vietnam. A lot of the credibility problem results from reporters looking for it or lack of knowledge on the reporter's part.⁷¹

A network television correspondent suggested less backgrounding leads to more credibility problems:

Credibility is a function of having media understand what you mean. Can never say everything you need to on-record; that really creates credibility gap. But McNamara's Thursday backgrounders were not more useful than an on-the-record news conference. They never produced real news. Individual backgrounding is good; mass backgrounding is bad. Without backgrounding like this, the press writes classified information and then media credibility decreases.⁷²

On the positive side, several specified it is better because it is easier to write a story when attributed to someone. A few simply agreed that as a result of less backgrounding there now are more public disclosures and that helps credibility.

But one of the regulars who agreed added another effect of less backgrounding: "Smart move Laird has made. But it's not good for everybody. The military is scared to make asses of themselves [on-the-record], but Laird is used to it."⁷³

Military Service Information Organizations

As a source, military service information organizations were considered as important as "backgrounders"--both

rank sixth (3.0). Correspondents "preferred" to use 11 of the 15 sources before this one, and in practice most often utilize nine others first. With respect to sheer volume of information, service public affairs offices ranked fourth, while OASD(PA) was ninth. But military information organizations were last of the 12 sources named in discussions on information significance (OASD/PA was positioned behind that, grouped with "other reporters" and "social gossip").

Regulars gave both service information offices and "backgrounders" a mean of 3.2 (slightly above moderate importance). Only three reporters named this source among the three most "preferred"---it was never cited first. Six of the regulars said these information organizations were among the three they most "often utilized." This source was cited behind six others (named only three times) as one of the three most prolific sources and toward the bottom of the list (named by only one reporter), with "releases" and "responses to inquiries," with regard to significance of information it provided newsmen.

Irregulars gave more importance to four other sources, but did not list service public affairs offices among the nine cited as "preferred" sources. In practice, irregulars did not list this source among those most often utilized, nor do they state it was one of the three top sources with respect to significance of information.

Military journal newsmen said this source had the

[illegible]

same importance to them as leaks (eleventh position) and "preferred" eight other sources. It was not even among the ten sources named as most often utilized, but journal reporters said it was the second most prolific source. It was grouped with three other sources (behind informal DOD contacts, congress, and releases) as far as information significance.

Military service information organizations are discussed at length in Chapter IV.

Informal Sources in Other Government Agencies

Informal sources in other government agencies or departments received a mean of 2.9 (little to moderate) and ranked eighth, with "responses to inquiries," with regard to overall importance when covering the Pentagon on a routine basis.

Military correspondents preferred to use seven other sources before this one, but said they "utilized" only five sources before it. This source ranked rather high (fourth position with news conferences) as far as significance of information, but newsmen stated nine other sources were more prolific.

Regulars gave this source a mean of 3.1, but still ranked it behind seven other sources in both "importance" and "preference," while using only five other sources before it. Regulars did not consider it one of the top

[illegible]

1. The first group of specimens was collected from the same locality as the second group, but at a different time of day. The specimens were collected from the same locality as the second group, but at a different time of day.

[illegible]

three prolific sources, but cited only four sources that provided more "significant information."

Irregulars gave as much importance to this source as to "military information organizations" and "responses to inquiries" (ranked fifth), but preferred and used only "formal interviews" and "informal Pentagon sources" before this source. While irregulars did not consider this source as being very prolific, they did view these informal sources as being one of the two most significant with respect to information obtained.

Military journal reporters viewed this source as least important to them (2.2 mean and ranked last). It was not among those sources preferred, and ranked toward the bottom of the list of those actually used. This source was not named in discussions on the three most prolific sources, nor was it listed among those three considered to provide the most significant information.

Many regulars said they rely on their counterparts in various agencies or departments to furnish information from informal contacts in his beat.

Others, however, stated they cultivate and maintain direct lines to personal off-the-record sources in key departments, such as State. Newsmen suggested that many times State Department or staff people on the Hill can be more helpful than DOD officials. They attributed this to attempts by Defense to keep the rhetoric down on specific subjects.

three private sources, but also only four sources that provided more "significant information."

However, there is much information on this source as to "Military Information Organization" and "important information" (source 11/11). The provided and used only "formal information" and "informal information" before this source. With information and not otherwise. This source as being very specific. They did also know informal sources as being one of the two most significant with respect to information obtained.

Military Journal reporters visited this source at least important to them 11.1 more and visited 11/11. It was not many other sources provided, and visited around the bottom of the list of those actually used. This source was not named in discussion on the three most private sources, but was it listed among those considered in general. The most significant information.

They reported said they rely on their contacts in various agencies or departments in private information from informal sources in the past. Defense, however, stated they calculate and maintain

direct lines to persons of the source's source in the Department, such as State. However, suggested that they also have Department or State people on the list and in some helped even the officials. They mentioned this in response to Defense to have the source's name on specific subjects.

A veteran regular said of these sources: "They are important to use because so many sources in DOD are cut off to me."⁷⁴

Responses to Inquiries

In April 1970, Jerry Friedheim, Deputy ASD(PA), estimated that OASD(PA) officials are asked an average of 700 specific questions by newsmen each week (36,400 a year). Of these inquiries, 500 are submitted to DDI and 200 questions are asked at the 11:00 a.m. news briefing during a normal week.⁷⁵

Seven other sources were considered more important than "responses to inquiries," but correspondents "preferred" this source above 11 others (ranked fourth, while informal Pentagon sources, interviews, and news conferences were "preferred" before this source). In practice reporters said they used four other sources first and considered information from five other sources as being more significant. Seven others were named more frequently with respect to volume of information disseminated.

Regulars gave this source a mean of 2.8 (little to moderate) and ranked it ninth in overall importance. They preferred to use four sources first and actually utilized only three others before turning to the formal inquiry. Regulars did not consider the information derived from this source as being equal in significance to the top three (ranked eleventh with "releases"), but said only six other

A second factor said of these workers "They are
laboring in one way or another is how they can get off

27.

IN 1993, THE U.S. DEPARTMENT OF JUSTICE

On 10/10/1961, the following information was received from the Bureau of the Census:

RECEIVED
JAN 11 1966
U.S. DEPARTMENT OF JUSTICE
FEDERAL BUREAU OF INVESTIGATION
WASHINGTON, D.C. 20535

and" this should show it didn't break down, will
then "reappear as indicated" for development "better"
I have not, however, been convinced that I should

Industrial Technology Division, International, and have contributed
very "generously" to this country. In practice, support
would flow from the other countries listed and contained

Information from this source is being used to identify persons who are known to be involved in the activities of the Communist Party, U.S.A. and its front organizations. This information is being used for the purpose of identifying persons who are known to be involved in the activities of the Communist Party, U.S.A. and its front organizations.

help these authors realize that the Soviet Union
projected to the West a more liberal and
material and would be kind in certain respects. They
regret that this report is not of the quality to

(Continued discussion with "Informant"). See also page 100.

sources were more prolific.

Irregulars gave more importance to responses to inquiries, naming only four sources that were considered more important on a routine basis. They gave high preference to this source (ranked third behind interviews and informal DOD sources), and rated it with informal Pentagon contacts as the most often utilized. Irregulars said Congress and sources in other agencies were the only ones more prolific. They looked upon "responses to inquiries" as the Pentagon source that produced the most significant information; ranked only behind Congress and sources in other agencies.

Military journal reporters stated this source was more important than ten of the other 14 available sources. They rated it fifth in "preference" and sixth in "utilization." But responses to inquiries were not cited among those that journal correspondents considered the three most prolific or which produced the most significant information.

Most regulars said if they are not in a rush to get an answer they will submit a query (either written or verbal) to DDI. The biggest complaint about this source was it takes too long just to get a response. Yet, in many cases, reporters said they are given no alternative because many officials will answer correspondents' questions only if they are submitted in writing:

Officials just don't want to get involved. . . I think they feel they can only lose if they get involved

persons were most hostile.

Investigations have been important in response to

inquiries, mainly only four sources have been identified
which important on a certain scale. They give this matter

many to this matter (during this period) investigations and

inquiries (the period), and need to with internal systems

concerns as the most often utilized. Investigations and

concerns are common in other systems and the only ones

made possible. They looked upon "responses to inquiries"

as the response given and provided the most efficient

information, rather than only being (response and response in

other systems).

Military personnel responses were the most common and

were important than any of the other in various systems.

They ranked in this in "responses" and also in "responses"

list. But responses to inquiries were not cited many

times that journal correspondents considered the time more

valuable in which provided the most efficient information.

Some sources said it may not be in a way to get

an answer that will result in a quick answer rather than

verbal in this. The answer provided about this matter

was it about the fact to get a response. This is more

often reported than any other in alternative systems

many officials will answer correspondents' questions only

if they are satisfied in writing.

Officials just don't want to get involved. . . .
Also they don't want to get involved if they get involved

unnecessarily with the press; meetings with them or discussions with them. I think many would be happier and /feel/ they'd get a lot more work done by handling it strictly through the information offices rather than directly. And handling written queries rather than face-to-face discussion with a reporter.⁷⁶

During the time interviews were conducted, several regulars explained they had standing inquiries that were submitted weeks earlier: "It takes too long. I've had one in for a month. If I don't get a response to a query by 4:00 p.m. that same day, it's usually not worth much."⁷⁷ Another said: "I'd like to feel if I put a query in at 11:00 a.m. I'd get the answer back that day. But usually that doesn't happen."⁷⁸

Even when reporters get answers to their inquiries, they are rarely pleased with the response. One of the regulars summed up the opinion of most correspondents: "They seldom give erroneous information; just not all of it. You have to ask everything because they will only answer those specific questions submitted."⁷⁹ And others said that even if a reporter is not familiar with the subject and cannot ask more "in-depth" questions, nothing will be offered unless it is asked for. Most regulars said they realized this is how the game is played and are accustomed to phrasing their inquiries so they encompass all possible alternatives--although they said even this does not always work.

Many newsmen stated they submit inquiries through DDI and then try to get an answer from their own sources:

unintentionally with the group, meeting with them in
discussions with them. I think they would be happy
and likely they'd get a lot more out of this
if actually through the information which they
gathered. But actually, with the group, they
have to face discussion with a reporter, to

During the time between the two meetings, several

reporters explained that the meeting indicated that some
subjected would be in the case of the group. I'm not sure

is for a month. It is not a reporter to a group in
a group. It is not a group. It is a group. It is a group.

Another said "I'd like to see it a group in a
group. I'd like to see it a group in a group. It is a group.

It is a group. It is a group. It is a group.

From then onwards for several to their meetings.

They are fairly pleased with the progress. One of the

reporters turned up the opinion of most newspapermen

"They said give someone information just for all of it.

You have to see everything before you can say more

than you're going to say." They said they were

that even it is a reporter is not familiar with the subject

and cannot say "in fact," "possibly," "maybe" will be

offered unless it is asked for. They said they

needed this is now the time to play and the newspaper

to looking their interest in the question all possible

alternatives—although they said they did not always

work.

They seemed pleased and seemed interested in the

but not that they did not know from their own experience

"I submit my queries through audio-visual people in DOD. But usually I get an answer on my own before the official query is answered."⁸⁰ Another said: "Often I'll prepare my story first and then submit a query to OASD(PA) just to say I've gone through channels. Most of the time, I don't have to change my story because the answers I receive are usually the same old attempt not to answer the question directly."⁸¹

One of the wire service reporters echoed the view of many:

As a general rule, a reporter needs DOD reaction to answer his outlet's request. But responses are very uneven and unsatisfactory. They could be of great importance to me, but they aren't. Sometimes the phrasing is prepared to lull the reporter on sticky areas.⁸²

The majority viewpoint was expressed by one of the veteran regulars:

Responses are almost so thin they don't provide answers at times. I asked a question in the briefing this morning. Now it's late in the day and I have nothing. I'll have to rely on what was said at the brief, which is inadequate.

Unfortunately, the responses that we get through this system of BDI are so diluted, often so slow, because it goes through so many hands, that when you get the answer it's almost of no value--it's so waffled. It's a very poor answer. And rarely do you get any detailed answers in colorful antidotes or interpretive material, let's say by an expert. So if you're talking about the responses we get through the routine system, putting in queries, they are of very little importance to me.⁸³

...al signor

1945-1946

[illegible]

every living and dead thing a source of chemical energy

2. The given identity is true. If $x = 0$, then $y = 0$ and $z = 0$. If $x \neq 0$, then $y = \frac{1}{x}$ and $z = \frac{1}{x^2}$. In both cases, the identity holds.

to change to short program for students I would use the

10. The above information is true and correct to the best of my knowledge and belief.

and of the other various agencies within the area.

THE UNIVERSITY OF CHICAGO PRESS

Importation to the U.S. of foreign-made pharmaceuticals is a complex issue that involves many stakeholders, including patients, manufacturers, and regulators. The goal is to ensure that patients have access to affordable, high-quality medications while maintaining the integrity of the pharmaceutical supply chain.

you're an attorney, tell him he's entitled to a lawyer.

The following information was obtained from the

1980-1981

Responsible for about 20% of the total

10-11-68

1. The first of these is the fact that the

Document may be fully unclassified and downgraded to CONFIDENTIAL

[illegible]

you may want to consider a "dry" day, and I think it's a good idea to have a "dry" day.

...the ... of ...

100-441101-1000

Daily News Briefing

As noted earlier, the 11:00 a.m. daily briefing for military correspondents began after Henkin became ASD(PA). This was not a new technique, although it has not been conducted on a routine basis since Sylvester discontinued the practice of routine briefings in 1965. Some newsmen suggested that Sylvester found it impractical to continue the briefings because there was not a continuing daily story to brief on at the Pentagon. Others said he did away with this approach because the briefings turned into verbal arguments between Sylvester and the press that made them unproductive.

However, briefings called "nooners" were occasionally conducted on particular subjects. These generally were prepared and delivered by one of the military services in conjunction with OASD(PA). Also, special briefings were held when a "hot" running story necessitated a verbal exchange between newsmen and officials.

But between 1965 and 1969 little effort was made to expose top level public affairs officials (Sylvester, Goulding or any of their immediate subordinates) to the Pentagon press corps on-the-record on a routine basis.

As a service to the military correspondents, the 11:00 a.m. daily news briefing was made part of the regulars' routine under the Laird-Henkin team. Generally conducted by Jerry Friedheim, Henkin's Deputy, the briefings

[illegible]

are held in the DOD audio-visual studio--a room situated just down the corridor from the correspondents' press room. A few minutes before 11:00 a.m. the regulars, and at times a few of the irregulars, take their positions in chairs loosely placed in front of an elevated platform. Friedheim enters and assumes a relaxed sitting position on a table before newsmen; the session is conducted in an informal manner. He opens by making announcements, draws attention to key releases or memoranda posted for the press since the last brief, or perhaps gives responses to questions asked by reporters the day before. The briefing is then thrown open to questions on any Defense topic.

As previously mentioned, Friedheim said he tries to anticipate questions likely to be asked so that appropriate information is made available on the spot. In addition, other public affairs officers in OASD(PA) always make an effort to keep abreast of what has been reported and which issues may be of interest to the media.

Thus, by 11:00 a.m. Friedheim has been briefed by OSD information officers and has received guidance from Henkin on issues involving policy or Secretary Laird directly. If a topic warrants, Henkin likely would have discussed the matter with Laird at their morning conference and agreed upon a statement for the press that could be attributed to the Defense Secretary.

Other times, Laird may drop in during the brief and

respond to questions directly. In any event, he does have facilities to monitor the briefing from his office. Friedheim also pointed out that the briefing permits both Laird and Henkin to stay abreast of what concerns reporters.

Senior military PAOs in OASD(PA) told the author the briefing also is advantageous to irregulars because they are able to get in capsule form all pertinent Defense news of the day. Whereas before, irregulars came to the Pentagon whenever they had a chance and tried to piece together what was going on. Both regulars and irregulars who miss the briefing can listen to a tape recording of the session at their convenience.

Radio and television correspondents position camera and sound crews only when they know in advance that a special briefing will be conducted. On a day-to-day basis, they participate in the briefing just like the print media. Afterwards they may prepare material for possible broadcast.

Quite often television correspondents have a camera crew meet them outside the Pentagon where their report is filmed. Those who do radio spots return to the sound-proof studio next to the press room and give news reports directly by phone to their downtown bureaus.

Print media reporters may return to their desks in the press room to prepare a story and, in many cases, immediately telephone copy to their bureaus.

attempt to determine identity. In fact, he does have
 facilities in London for training from his office.
 Kitchin also pointed out that the British people have
 failed and failed to any extent of their own efforts.
 British military force is limited, and the British
 the British also is dependent on American resources.
 They are also to get in special from all possible sources
 over of the day. American people, American people to the
 American people that had a chance and tried to show
 American what was going on. American people and American
 who was the British was taken in a few moments of the
 success of their operations.
 Radio and television correspondents position today
 and sound more only than they have in history that a
 special policy will be conducted. On a day-to-day basis.
 they participate in the policy that like the other media.
 Americans only now become essential for British operations.
 Radio often related correspondence from a source
 now must include the foreign news that report is
 aimed. Those who do radio news events in the newsroom
 studio next to the news room and give news reports directly
 by phone to their television studios.
 Other media reporters say news in their cases is
 the news room to prepare a story and, in many cases,
 immediately telephone news to their studios.

News Briefing as a Source

The 11:00 a.m. news briefing received a mean of 2.4 (little to moderate) and ranked tenth in importance. Six sources were preferred over the briefing, but it is second only to informal Pentagon sources as the most often utilized source. Five sources were thought more prolific and the information disseminated at the brief was considered more significant than seven of the 15 sources.

Regulars gave this source a slightly higher mean (2.7) but still ranked it tenth in overall importance, while actually "using" only one source more often. They said congressional sources and releases are the only two that provided a greater quantity of information, while six sources were thought to be better providers of significant information.

Irregulars gave "very little" importance to the briefing (1.2 mean and ranked with leaks in twelfth position). They did not list it as a preferred source; and did not cite it as one of the sources most often utilized. Irregulars did not view it as one of the top three sources that either generated the greatest volume of information or information that was most significant.

Military journal reporters put the briefing in the fourteenth position of importance based on a mean of 2.3 (ranked just before informal sources in other government agencies). While "preferring" eight other sources over

now defined as a disease

The 1140 was some striking evidence of the

(figure to be considered but not in the same way)

numbers were produced with the following, but it is

only to (internal) numbers as the most direct

clinical method. With numbers were enough to

and the information obtained as the result of

some adjustment and even of the 1140.

Numbers from this source a slightly higher

(1140) but still found in overall

while slightly "only" with some other

and observational numbers and between the only

that provided a greater quantity of information

numbers were thought to be better provided

information

Information from "very little" information

between 1140 and found with some in

about. They did not list as a possible

not this is the one of the numbers

Information 1140 and view it as the

that also provided the greatest

information and was

slightly lower

information provided by

(found from

information). With "very little" information

the briefing, it is fourth in "utilization," but grouped with three other sources in fourth position with respect to information significance.

The regulars said the greatest advantage of the briefing was the routine exposure to a high level Defense official. One of the regulars with a daily newspaper said: "It's a useful routine that enables us to maintain contact with Defense officials. It's important because of the complete lack of communication we had with Goulding."⁶⁴

A news magazine writer's remark was typical of most newsmen:

I go to all of them. It's a good way to keep abreast. Unfortunately, the information put out is very routine. Yet it does force DOD to make an accounting each day and serves as an open forum. Also, officials learn what's bothering newsmen.⁸⁵

A regular with one of the daily newspapers added:

It's a useful device in times of crisis and even in other times because you know what other people are interested in--what other newspaper types are interested in. You get a feel, if you've been away for a few days, of what's going on.⁸⁶

To most reporters, the 11:00 a.m. briefing is a "plus" and they would not like to see it abandoned. However, the majority suggested that as a source of hard news it is generally of "moderate importance." More frequently, it generates leads to other things, rather than material that stands alone as useful for a news story, they said.

Regulars considered the opportunity for daily question-answer exchanges a benefit for newsmen. Yet many

the printing is done in "relief," the paper
with other news is printed with news in
information.

The reporter told the greatest advantage of the
relief was the position of the paper in a high level
official. One of the reporters with a daily newspaper said
"It's a great relief that enables us to maintain contact
with the public." It's a great relief because of the
complete lack of communication we had with the public.
A great relief was the news was typed of news

relief.

I do not all of them. It's a good way to keep
relief. Unfortunately, the information was in very
position. It is done down to be in a position
and news is in a position. It's a relief
that's a relief.

A relief was one of the daily newspaper relief.

It's a relief device in terms of relief and news is
other news which you know what news people are
interested in—other news people are interested
in. You get a relief. It's a relief. It's a relief.
of news is a relief.

To make relief, the relief and relief is a
"news" and they would not like to see it. It's a relief.
even, the relief was a relief. It's a relief. It's a relief.
as a relief of "relief" is a relief. It's a relief.
is a relief. It's a relief. It's a relief. It's a relief.
that's a relief. It's a relief. It's a relief. It's a relief.
relief was a relief. It's a relief. It's a relief. It's a relief.
question—news was a relief. It's a relief. It's a relief. It's a relief.

suggested drawbacks to this procedure. A veteran regular described two problems this way:

If they anticipate a question, they think up an answer. This may be a quicker way to get a response but often reporters don't want to ask /their questions/ in front of other newsmen. Many days it's like pulling teeth. Again it's the lack of completeness of information. Often Friedheim goes back to old policy. On the other hand, it's /the briefing/ good because it gets things on-the-record.⁸⁷

Many agreed the media would be better served if Friedheim was given more authority to respond on the spot. Several said his most frequent comment is "I'll have to check." Reporters suggested Friedheim often has the facts at hand, but has been given orders not to overstep his boundary. Others stated he simply does not know about everything that is going on.

As evidenced from the interviews with regulars, and witnessing most of the briefings conducted during a two-week period in June 1970, reporters openly display irritation over having their questions evaded.

But, the vast majority of regulars joined in praising Friedheim for the manner in which he handled himself during such open exchanges. Typical remarks included: "Jerry does best as possible"; "Jerry does a good job"; and "Friedheim is restricted in how much he can say, but he does the best he can." One of the regulars amplified these remarks:

Jerry does as good as he can. He does a good job for the administration. Often he gives an answer that can't be quoted; yet it works. I don't feel lied at.

repeatedly reminded in this connection. A common remark

concerning the program this day:

If they introduce a question, they think up an answer. This may be a rather way to get a response but often suggests that they are not really questioning. In fact, on some occasions, they say it's like pulling teeth. Then it's the fact of complexity of information. Often the information goes on to the point. On the other hand, it's very difficult to get answers in some cases and sometimes.

They agreed the media would be better served if

Wickham was given more authority to respond on the spot.

Several said his most frequent response is "I'll have to

check." Reporters suggested Wickham often has too much

at hand, but has been given orders not to discuss his

business. Others noted he simply does not know about

everything that is going on.

It was noted from the interviews with reporters, and

Wickham's view of the situation changed during a two-week

period in which there were several changes in Wickham's

view having their questions asked.

And, the same subject of reporter asked in

regarding Wickham for the answer in which he stated that

was during some other situation. Typical response included:

"I'm not sure about the details." "I'm not sure about the details."

"Wickham is restricted in how much he can say, but he

does the best he can." One of the reporters suggested that

perhaps:

Only when we have to be sure, he does a good job. But the information. Often he gives an answer that can't be asked, yet is correct. I don't think it.

I'm not sure anybody else can handle it as well as Jerry.⁸⁸

OSD information officers said the number of news inquiries submitted directly to DDI (Directorate for Defense Information) have been cut down as a result of the 11:00 a.m. brief. Also, some newsmen said the chance to verbally submit their questions to Friedheim tended to speed up responses because pressure is applied from the top.

One of the dangers, however, in maintaining the briefing was explained by one of the veteran regulars:

Sylvester tried this, but the Pentagon is so big and it doesn't have a continuing story. For instance, at State Department the foreign policy story is one continuous thing. Thus DOD ends up saving material for 11:00 a.m. tomorrow. In that respect, the brief might even be a delaying factor.⁸⁹

Overall, military correspondents felt the advantages outweigh any disadvantages and said the daily briefings, as an established institution, should remain.

Industry Sources

Industry sources associated with Defense contractors were ranked low in each category except volume of information. The mean for general importance was 2.3 (little to moderate) and it ranked in eleventh position. As a preferred source it ranked 13, ahead of "other reporters" and "social gossip," while its position moved up one notch on the "utilization" list, replaced by backgrounders. There only were four sources thought more prolific, but eight were said to produce more significant information.

It is not only the fact that it is well as
 100,000.

The Information Officer said the number of new

information submitted directly to the Information and Defense

Information has been up to a point of the 11th of

1945. This, some members said, was a very

substantial increase in the number of items

submitted to the Information Officer.

One of the members, however, in commenting the

information was supplied by one of the members

of the Information Officer said that the number of items
 it does not have a complete story. The number of
 items submitted to the Information Officer is not
 more than 100. This was the only material that
 was submitted. It was submitted to the Information
 Officer by a member of the Information Officer.

Overall, military correspondence was the

most important type of correspondence and was

in the majority of cases, should be

General Summary

General Summary of the information received

from the various sources of information

from the various sources of information

from the various sources of information

from the various sources of information

from the various sources of information

from the various sources of information

from the various sources of information

from the various sources of information

Regulars classified industry sources as important as intentional leaks, and gave both a mean of 2.3 (both ranked in eleventh position). This source was not even named among preferred sources by regulars, while 10 others were cited as being most often utilized before industry sources. It was considered the fifth most prolific source, but was combined by the regulars with backgrounders and the news briefing behind six other sources with respect to significance of information provided.

Irregulars gave industry sources a low mean of 1.8 (very little to little) of importance and ranked it with releases in the tenth position. The irregulars did not name this source in any of the remaining four questions on sources.

Military journal reporters considered five sources more important to them than industry sources, which ranked sixth with releases and news conferences (a 2.8 mean). Five sources were preferred more than this one and seven utilized more on a routine basis. Journal newsmen said only three sources provided them with more significant information, and three were considered more prolific.

While a number of regulars maintained their own contacts within industry, many reporters stated they did not use industry sources as much as they probably should. The reason most frequently stated for not utilizing this source was that industry has something to sell; they are eager, but not always accurate. Some admitted there is a

Japanese chemical industry leaders as Japanese

an industrial leader, and gave him a seat at I.I. (1945)

ranked in elevated position. This position was not very

based upon technical success by position, which is always

more likely to bring new ideas than old ideas.

However, it was considered that with some political power,

but was combined by the technical with leadership and the

new technical leader was more likely to report to

significance of information provided.

Experiments gave industry groups a seat at I.I.

(very little in terms of representation and status in view

of success in the same position. The importance did not

come this success in any of the remaining four positions in

success.

Industry journal reports confirmed the success

was reported to them from industry sources, which means

that with success and new confidence (a I.I. seat).

This success was reported more than this one and seven

years ago on a routine basis. Journal sources said

only these sources provided them with new significant

information, and there were considerable new results.

Within a number of years, significant results were

confirmed within industry. Many reports stated that his

was the industry success as much as they generally speak.

The success was frequently stated for not missing this

success was that industry has something to tell; they are

exposed, but not always successful. Some believed there is a

great store of knowledge within industry circles that could be used to a greater advantage if it were not for the time element involved.

A news magazine correspondent said: "I don't use them [industry sources] as much as I should. Though I have found the best thing is to get someone on the defensive. Then they tell more than they normally would."⁹⁰

Many reporters said they frequently get tips from industry which sometimes help, but other times they prove false. Several stated whenever they get a leak or tip from an industry source, they treat it carefully and with caution for fear of being used as a publicist for one industrial organization. Newsmen who said they use industry sources suggested that quite often either congressmen or personal contacts in industry are the only people who will open up on a major Defense contract. However, reporters said they generally check any "hot tips" from industry against their own DOD sources before filing a story.

Intentional Leaks

In 1958, the Alsop brothers wrote: "It is a little strange and more than a little insulting to the press, this belief in 'leaks.' It implies a total disbelief in reporters' energy, intelligence and power to acquire knowledge on their own behalf."⁹¹

During the sixties, Defense officials--and at times White House occupants--exhibited grave concern over

It is not possible to determine the exact date of the first meeting of the committee, but it is known that the committee was organized in the early part of 1941. The committee was organized to study the problem of the Japanese American internment camps and to make recommendations to the War Relocation Authority. The committee was organized by the War Relocation Authority and the War Relocation Authority was organized by the War Relocation Authority.

...I am a great admirer of the work of the
...I am a great admirer of the work of the
...I am a great admirer of the work of the

... their operations were that they frequently get large from industry which sometimes help, but other times they prove fatal. Several hundred thousands were lost in the year 1918. Industry knows they cannot be avoided and with constant the loss of being used as a substitute for the industrial

[illegible]

in 1968, the King Brothers were "in a little
trouble and when a license was issued to the family, this
was in 'issue'. It required a word license in
'power' energy, intelligence and power to require energy
to be their own health."

side house company - consisted of about 200
during the winter. Between February and 15 times

intentional leaks to the press. In 1967, Sylvester said: "The Pentagon leaks like a sieve."⁹² Often DOD was criticized by the media, and some quarters of Congress, for conducting investigations to ascertain the source of a leak that resulted in stories unfavorable to the administration or OSD officials. Critics felt the threat of lie detector tests, or other harassing tactics against officials, seriously endangered the flow of news.

However, military correspondents said there has not been a flood of leaks during the last several years. Nor did they give much value to the leak as a source of hard news.

Most regulars viewed leaks with suspicion: "It depends on who it is leaked to and what the motivation is behind it. If it's a solid story, I like it; if not, I don't waste the time."⁹³

It is surprising that several of the experienced regulars who would be considered prime candidates as recipients of such leaks said they had not been leaked to much at all during recent years. One veteran newsman said:

Leaks are pretty rare and few produce stories. There's no such thing as the Pentagon "leaking like a sieve." I can detect intentional leaks and put my guard up. Usually I stay away from them.⁹⁴

While some reporters found that leaks are usually reliable, they stated they are done for a purpose and thus, they only regard leaks as possible story leads.

Typical comments included: "I don't know of any

indicated again to the press. In 1947, however, only
 the foreign press took notice.¹² Only the foreign
 press, not the press of America, for
 conducting investigations to establish the nature of a
 that nation is a nation without it. The establishment
 of the military. Britain has the power of the American
 press, or other leading nations against military,
 seriously independent the flow of news.
 However, military correspondents said that the
 press is free of news during the last several years. And
 did they give much value to the fact that a source of news
 news.
 That explains what news with suggested "It
 depends on how it is used to and when the news is
 used it. It is a wild story. It is not a
 don't want the story."¹³
 It is surprising that news is not reported.
 reports are said to be considered quite accurate in
 note of each item said they had not been found to
 all during recent years. The source remains silent.
 Look at the daily news and the source remains.
 "There's no such thing as the 'news'." Looking like a
 story, I am asked to believe that you are
 "Don't go. Really I don't want news."¹⁴
 With some reports from the press are really
 reliable. They stated that the data for a report was true.
 they only stated that as possible story news.
 Typical news is limited. "I don't know of any

recently"; "very small experience . . . not many." "I remember one or two leaks to me in about 10 years. I see no evidence of leaking a lot"; "There have been group leakages, but I've not had any personally"; and "I only got one leak in over three years. Been waiting, but they just don't show up."

Several regulars said it is difficult at times to distinguish "intentional" leaks from "unintentional" leaks, or even a leak from off-the-cuff remarks: "If a reporter recognizes a leak as such, it helps. But it can be dangerous if he goes off the deep end."⁹⁵

The Leak as a Source

Intentional leaks were viewed as being of "little importance" and ranked with releases in the twelfth position of overall importance. Correspondents more often preferred and used 10 other sources ahead of leaks. This source was in eleventh position with respect to information significance, and not named at all as one of the three most prolific sources.

Regulars said 10 sources were more important, eight had greater "preference," and 11 were "utilized" more often than the leak. But they stated only five sources provided more significant information.

Irregulars gave leaks a mean of 1.2 and ranked them with the news briefing (twelfth position). They "preferred" six other sources, but did not cite leaks as one of the

sources most often used in covering the Pentagon.

Military journal reporters gave the same importance to military service information organizations as they did to the leak--both received a mean of 2.2 (eleventh position). As did the irregulars, journal newsmen did not name the leak as one of the three most prolific sources nor did they cite it as one of the three that provided the most significant information.

News Releases

The news release as a source was not considered very important to military reporters in covering DOD on a daily basis. It ranked with the leak in twelfth position of importance. Eight sources were "preferred" more than the release and seven used more frequently. But it was cited as the second most prolific source (second only to congressional sources). Newsmen said information from eight sources was more significant than information contained in releases.

Regulars ranked the release almost at the bottom of the list with regard to overall importance and gave it equal weight with other reporters as a source (thirteenth position). Eleven sources were more preferred than this one and nine most often "used" before they turned to the release. Also, regulars considered it as the second most prolific source, but put it with industry sources when discussing information significance (ninth position).

Irregulars gave the release a lower mean (1.5), but ranked it higher in importance than did regulars (tenth spot, shared with industry sources). But they did not cite it among the most preferred, or used sources; nor did they say information in releases is thought as significant in the top three sources. Also, they said that four sources were more prolific.

More than the other reporters, military journal correspondents said releases were important, or "more" important than seven other sources. They ranked the release in sixth position with industry and news conferences (2.8 mean). It was the third most "preferred" and "used" source for journal reporters, who also stated the release is the most prolific of all sources, while only information from informal Pentagon and congressional sources was thought more significant to them.

Most correspondents said news releases had taken the back seat to the verbal announcement, with the exception of very routine information. In Chapter VI, it is noted that the majority of military correspondents considered the timing of releases "for the good of DOD" as one of the greatest irritants prompted by news management.

Releases which contain major contract awards for new Defense hardware have come to be recognized by reporters as probably the most important type of release they receive. This, they said, is because frequently the release is the

respondents gave the release a lower score (1.5) for
 stated it might be important than the release itself
 report, shared with industry sources. The day did not rise
 it says the most credible, or used without any risk
 say information in release is thought as significant in
 the day these workers. Also, they said that they believe
 more most profiles.
 Since then the major reports, military journals
 correspondents said release were important, or "good"
 important than even other reports. They noted the
 release in their position with industry and were considered
 (1.5 score). It was the third most "positive" and "good"
 source for journal reports, who also noted the release
 is the most profile of all sources, while only information
 from internal sources and congressional sources was thought
 more significant to them.
 Most correspondents said that release had given
 the best lead to the initial investigation, with the supply
 item of very positive information. In Chapter VI, it is
 noted that the subject of military correspondence was
 released the third of release "in the year of 1962" as the
 of the greatest significance provided by news management.
 Release which contains major sources made for
 new release had been used to be considered by reporters
 as probably the most important type of release they receive.
 This, they said, is because frequently the release is the

the only channel through which they will get such information.

The general viewpoint among Pentagon news correspondents was that news releases--even the major contract awards--are usually vague and lack any form of substance. One of the veteran regulars summed it up this way:

Timing is bad. The stock market is one factor, but also the lackadaisical attitude to wipe the desk clean at day's end. Most /releases/ are useless; not worth the paper they're printed on. DOD seldom uses the release to get information out today. During the 1950s, releases said something, but not now.⁹⁶

Other comments were generally the same. One said: "Releases are O.K. as far as they go, but they usually bury the lead in the last paragraph." Another stated: "They often leave out basic facts; don't know why. Most are a waste of paper." "Totally useless; vague and thin," is how another regular described releases.

With all their shortcomings, reporters said releases are good for reference: "For files they're good. DOD keeps up a good morgue, but releases are not used much."⁹⁷ Others said they are good as a record or simply "nice for files."

One of the television correspondents added: "They are great for some, valueless for others. But surely they /newsmen/ need them."⁹⁸

What Use Are Releases?

Military news correspondents were asked whether they feel releases originated by OASD(PA) are vital to the

the only animal which they will not
 tolerate.

The general disposition among kangaroos and wallabies is that they are very shy and will not approach a person unless they are very hungry and have no other food.

During the last few years there has been a great deal of talk about the possibility of using kangaroos and wallabies as a source of food for the human race. It is true that they are very nutritious and can be raised in a very small space. However, they are very shy and will not approach a person unless they are very hungry and have no other food.

Other animals which are generally tame are the kangaroo and wallaby.

"Kangaroos are O.K. as far as they go, but they usually keep

the food in the left hand." Another words "they

often leave one hand free; don't know why. But it is

waste of paper." "Usually animals; kangaroos and wallabies" is

the answer to the question.

With all their shyness, kangaroos and wallabies

are good for nothing. For like they're good, but they

are a good source of food and can be raised in a very small space.

And they are good as a source of food for the human race.

Now as the kangaroo and wallaby are very shy and will not approach a person unless they are very hungry and have no other food.

It is true that they are very nutritious and can be raised in a very small space.

However, they are very shy and will not approach a person unless they are very hungry and have no other food.

There are two kangaroos.

Usually kangaroos and wallabies are very shy and will not approach a person unless they are very hungry and have no other food.

And kangaroos and wallabies are very shy and will not approach a person unless they are very hungry and have no other food.

newsgathering process.

As Table XLII indicates, even with the low regard for releases as a source of news, less than one-third of the regulars (11) responded negatively. Irregulars were more inclined to agree they are vital, while military journal reporters were divided on the issue. Overall, the Pentagon press corps was divided into distinct groups: an equal number of newsmen agree (15) and disagree (14) with the smaller remainder (9) not having opinions either way.

None of the wire service correspondents said releases are vital to the newsgathering process.

In 1960, Underwood established that 61 per cent of the reporters stated they could not satisfactorily cover the Pentagon without official handouts. They were rated by most as clear, timely, usually honest, but occasionally deceptive in what they omit.⁹⁹

Other Reporters

As a news source, "other reporters" were not considered very important. Military correspondents gave a mean of 2.1 to this source and ranked it in fourteenth position. It was not named in connection with any of the other categories regarding source evaluation.

Regulars viewed this source on par with news releases (13 of 15) with a 2.2 mean. Irregulars gave it a 1.4 mean (very little to little) and rated it just ahead of "social gossip" in fourteenth position. Military journal

TABLE XLII

ARE RELEASES VITAL TO NEWSGATHERING PROCESS

Q. Releases originated by OASD(PA) are vital to the news-gathering process. Tell me the extent to which you agree or disagree with this statement. (n=38)

Correspondents	News Releases are Vital				
	Strongly-Agree	Agree	Disagree	Disagree	Strongly-Disagree
Regulars					
Daily News-papers	--	2	4	3	--
Wire Services	--	--	1	2	1
Newspaper Chains	1	1	1	--	--
News Magazines	1	1	--	--	1
Radio	1	--	--	1	--
TV	--	1	--	1	1
Spec. Int. Pubs.	--	1	1	--	--
Sub-Total	3	6	7	7	3
Irregulars	1	2	2	--	1
Military Journals	--	3	--	2	1
Total (n=38)	4	11	9	9	5

reporters gave it the highest mean (2.7) of the three groups of correspondents and ranked it with backgrounders in ninth position.

When discussing the merits of the anonymous "high ranking official" in news stories generated from Washington, D. C., frequently the charge is made that the newsman himself may be the ghost "spokesman," or a story is based on an interview between two newsmen.

However, based on comments from regulars, such possibilities are remote. Reporters said they do not consider fellow newsmen as sources of hard news, but did not discount the benefit most derive from sharing personal opinions on military matters. A typical remark is:

We in the press room do chat, but this has little importance considering news value; more keeping abreast. There's no sharing or "black-sheeting" /one reporter does work of another newsman/. We discuss and argue. But it's lively interest with different viewpoints.¹⁰⁰

Other regulars talked of "trade gossip" and "bull sessions." But none said they formulated stories based solely on another's knowledge.

If they have been out of town, newsmen rely on certain reporters they consider reliable to get caught up on what has transpired during their absence. Reporters relatively new to the Pentagon beat stated the press corps is very helpful in giving guidance. By contrast, one of the more experienced regulars said: "This is not a cooperative press corps."¹⁰¹

reporters were at the highest mark (7.7) of the three groups of correspondents and ranked it with Indianapolis in third position.

When dismissed the writer of the "New York Times" (writing editorial) in New York City, and the "Washington Post" (writing editorial) in Washington, D. C., respectively, the latter in both cases the writer himself only to the "Post" "Washington," on a weekly basis, as an investigation between two reporters.

However, based on comments from reporters, and possibilities for future. Reporters said they do not see other future growth in terms of news news, but did say that the reporter must derive from existing personnel. A reporter wrote in:

We in the press room do have, but this has little importance concerning news - what more hoping ahead. There's no sharing in "black-birding" the reporter does work of regular news. We discuss and report. We're fairly content with situation now.

Other reporters called it "radio news," and "radio news." But some said they found it rather good, and some on reporter's impulse.

It may have been one of those moments when we obtain reports that consider it better to get copies of what has happened during this moment. Reporters relatively one to the reporter had asked the press corps is very helpful in giving guidance. By contrast, one of the more experienced reporters said: "This is not a reporter's work." The press corps.

Another said it is very important to him to read what other military correspondents write. He stated this enables him to keep on track.¹⁰² One of the television correspondents summed up the feelings of most reporters:

It's a strange interplay. If played right, other reporters help because they all have different viewpoints--keeps reporters honest. This generally works. Many of us try to have lunch with different reporters, if we don't have appointments with officials, to discuss Defense matters.¹⁰³

Social Gossip

The least important of all sources was social gossip, which received a mean of 1.8 (very little to little) and ranked last by the regulars and irregulars. However, military journal reporters gave this source a 2.5 mean and named the 11:00 a.m. news briefing (14) and informal sources in other government agencies (15) below social gossip in overall importance.

While a few of the regulars suggested that on occasion they have picked up tips during social engagements, the majority of newsmen said social gossip is rarely useful as a hard news source. Many suggested that attempts sometimes are made to slip reporters hot leads when on the social beat, but generally such information is very inaccurate.

Several correspondents said they simply do not make it a practice to cover the cocktail circuit in Washington.

The view of reporters who have been exposed to tips

...and it is very important to his life
 when other military commitments arise. He must
 realize his no time to spare. On the television
 commitments around up the feeling of most people.
 It's a strange feeling. It gives rise to
 people being honest with all their different
 political and personal issues. This generally
 way of us try to have some different
 at the same time with different
 different between them.

World Council

The latest location of all members was held
 in the city of New York. It was held in the
 and ended just by the people and the people.
 military forces around the city were a 2.5 year
 even the 11th and 12th divisions and the 1st
 in other countries around the world. It
 overall importance.

While a lot of the people suggested that
 because they have lived in the world of
 the society of the world and the world
 on a level that they suggested that
 there are many in the world and the world
 social level, but generally such information is very
 important.

Several organizations said they are
 as a person to cover the world in the world.
 The way of people who have been exposed to the

obtained through social exchanges was summed up by a radio correspondent:

Social gossip is generally wrong, but often there is an element of truth which may tip off an important story. This one /source/. . . requires much legwork and phone work before you feel safe in broadcasting the story.104

Abstract: This study examined the effects of a 12-week, low-intensity, supervised exercise program on the physical and psychological health of older adults with chronic low back pain. The program was designed to improve physical fitness, reduce pain, and enhance psychological well-being. Results showed significant improvements in physical fitness, pain levels, and psychological health over the 12-week period. The findings suggest that a supervised exercise program can be an effective intervention for older adults with chronic low back pain.

100-443887-100

FOOTNOTES TO CHAPTER V

¹George Vernon Underwood, Jr., "The Washington Military Correspondents" (unpublished master's thesis, University of Wisconsin, 1960), 112-114. Underwood cited the following ten sources: information organizations; handouts; press conferences; formal interviews; intentional leaks; informal sources; congress; industry; other reporters; social gossip.

²Correspondent "Z." from mail-questionnaire, November 1970.

³Correspondent "E." personal interview, Washington, D. C., June 1970.

⁴Correspondent "II." from mail-questionnaire, September 1970.

⁵Dan D. Nimmo, News-gathering in Washington (New York: Atherton Press, 1964), 146.

⁶Underwood, "The Washington Military Correspondents," 129.

⁷Ibid., 116.

⁸Correspondent "F." personal interview, Washington, D. C., June 1970.

⁹Correspondent "H." personal interview, Washington, D. C., June 1970.

¹⁰Correspondent "Z."

¹¹Correspondent "D." personal interview, Washington, D. C., June 1970.

¹²Correspondent "E."

¹³Correspondent "G." personal interview, Washington, D. C., June 1970.

¹⁴Correspondent "T." personal interview, Washington, D. C., June 1970.

¹⁵Correspondent "H."

¹⁶Correspondent "Z."

APPENDIX TO CHAPTER V

George F. Johnson, Jr., The Washington
Military Correspondent, (Washington Post & Times Herald)
University of Wisconsin, 1903, 112-114. Johnson also
the following can access information regarding
Johnson's past contacts: Naval Institute; National
Archives; National Archives; National Archives; other
reporting and other.

Correspondent "A." from anti-Communist,
November 1970.

Correspondent "B." personal interview, Washington,
D. C., June 1970.

Correspondent "C." from anti-Communist,
September 1970.

John D. Wilson, Correspondent in Washington from
The Atlantic Press, 1961, 144.

Johnson, The Washington Military Correspondent-
Note, "112."

Johnson, 112.

Correspondent "E." personal interview, Washington,
D. C., June 1970.

Correspondent "F." personal interview, Washington,
D. C., June 1970.

Correspondent "G." "E."

Correspondent "H." personal interview,
Washington, D. C., June 1970.

Correspondent "I." "E."

Correspondent "J." personal interview,
Washington, D. C., June 1970.

Correspondent "K." personal interview,
Washington, D. C., June 1970.

Correspondent "L." "E."

Correspondent "M." "E."

- 17 Correspondent "W." personal interview, Washington, D. C., June 1970.
- 18 Correspondent "C." personal interview, Washington, D. C., June 1970.
- 19 Correspondent "M." personal interview, Washington, D. C., June 1970.
- 20 Correspondent "H."
- 21 Correspondent "O." personal interview, Washington, D. C., June 1970.
- 22 Correspondent "I." personal interview, Washington, D. C., June 1970.
- 23 Correspondent "Q." personal interview, Washington, D. C., June 1970.
- 24 Correspondent "R." personal interview, Washington, D. C., June 1970.
- 25 Correspondent "M."
- 26 Correspondent "E."
- 27 Correspondent "D."
- 28 Bill Moyers, "The Press and Government: Who's Telling the Truth?" in Warren K. Ague, ed., Mass Media in a Free Society (Wichita, Kansas: The University Press of Kansas, 1969), 24.
- 29 Douglass Cater, The Fourth Branch of Government (Boston: Houghton Mifflin Co., 1959), 130.
- 30 Newsweek, May 22, 1967, 71.
- 31 Correspondent "H."
- 32 Correspondent "O."
- 33 Correspondent "P." personal interview, Washington, D. C., 1970.
- 34 Correspondent "H."
- 35 Correspondent "N." personal interview, Washington, D. C., June 1970.
- 36 Correspondent "H."

- [illegible]

- 37 Correspondent "R."
- 38 Correspondent "S," from mail-questionnaire,
December 1970.
- 39 Correspondent "I."
- 40 Correspondent "N."
- 41 Correspondent "M."
- 42 Correspondent "D."
- 43 Correspondent "V," personal interview,
Washington, D. C., June 1970.
- 44 Correspondent "R."
- 45 Correspondent "L," personal interview,
Washington, D. C., June 1970.
- 46 Correspondent "E."
- 47 Correspondent "Q."
- 48 Correspondent "C."
- 49 Correspondent "W."
- 50 Correspondent "X," personal interview,
Washington, D. C., June 1970.
- 51 Correspondent "S," personal interview,
Washington, D. C., June 1970.
- 52 Correspondent "K."
- 53 Correspondent "D."
- 54 Correspondent "G."
- 55 Correspondent "R."
- 56 Correspondent "V."
- 57 Correspondent "Z."
- 58 Correspondent "S."
- 59 Correspondent "I."

- 27 Correspondence "A" *
 28 Correspondence "B" * from Hall-Testimonial
 29 Correspondence "C" *
 30 Correspondence "D" *
 31 Correspondence "E" *
 32 Correspondence "F" *
 33 Correspondence "G" *
 34 Correspondence "H" *
 35 Correspondence "I" *
 36 Correspondence "J" *
 37 Correspondence "K" *
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 42 Correspondence "P" *
 43 Correspondence "Q" *
 44 Correspondence "R" *
 45 Correspondence "S" *
 46 Correspondence "T" *
 47 Correspondence "U" *
 48 Correspondence "V" *
 49 Correspondence "W" *
 50 Correspondence "X" *
 51 Correspondence "Y" *
 52 Correspondence "Z" *

60 Correspondent "II."

61 Correspondent "H."

62 Correspondent "T."

63 Correspondent "GG," from mail-questionnaire,
October 1970.

64 Correspondent "U," personal interview,
Washington, D. C., June 1970.

65 Correspondent "JJ," from mail-questionnaire,
October 1970.

66 Correspondent "HH," from mail-questionnaire,
November 1970.

67 Correspondent "A," personal interview,
Washington, D. C., June 1970.

68 Correspondent "M."

69 Correspondent "A."

70 Correspondent "J," personal interview,
Washington, D. C., 1970.

71 Correspondent "O."

72 Correspondent "E."

73 Correspondent "N."

74 Correspondent "R."

75 Jerry W. Friedheim, Principal Deputy ASD(PA),
during an address before the Theta Sigma Chi Front Page
banquet, Tulsa Club, Tulsa, Oklahoma, April 3, 1970.

76 Correspondent "L."

77 Correspondent "O."

78 Correspondent "W."

79 Correspondent "L."

80 Correspondent "M."

81 Correspondent "F."

61 Correspondence "A" *
60 Correspondence "A" *
59 Correspondence "A" *
58 Correspondence "A" *
57 Correspondence "A" *
56 Correspondence "A" *
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3 Correspondence "A" *
2 Correspondence "A" *
1 Correspondence "A" *

82 Correspondent "J."

83 Correspondent "R."

84 Correspondent "A."

85 Correspondent "R."

86 Correspondent "H."

87 Correspondent "O."

88 Correspondent "C."

89 Correspondent "H."

90 Correspondent "D."

91 Joseph and Stewart Alsop, The Reporter's Trade
(New York: Reynal and Co., 1958). 72.

92 ~~New York~~ New York, January 16, 1967, 42.

93 Correspondent "A."

94 Correspondent "R."

95 Correspondent "E."

96 Correspondent "H."

97 Correspondent "H."

98 Correspondent "V."

99 Underwood, "The Washington Military Correspondents," 183.

100 Correspondent "R."

101 Correspondent "T."

102 Correspondent "G."

103 Correspondent "E."

104 Correspondent "Z."

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- 101 Correspondent "A."
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CHAPTER VI

BARRIERS IN THE NEWSGATHERING PROCESS AT THE PENTAGON

Three Greatest Barriers

Newsman were asked to rank the three greatest barriers confronting the military correspondent in covering the Pentagon.

Table XLIII indicates that Pentagon reporters considered the greatest obstacles to be "secrecy or over-classification" and "complexity and enormity of DOD," followed by "news management." The first two barriers were named 29 and 27 times, respectively, while the third obstacle was cited 20 times.

When reporters' responses were broken down by regulars, irregulars, and military journal correspondents, ranking of barriers varied by group.

In 1960, Underwood found the four most frequently mentioned "difficulties" as cited by 30 news correspondents were: "unfreedom of information," "lack of time," "enormity and complexity of military affairs," and "dishonesty-deception-distrust by officials." in that order.¹

Table XLIV contrasts the barriers perceived by the

CHAPTER VI

DEVELOPMENT OF THE MOVEMENT

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movement was in 1917.

There were, however, movements of the movement

movements, movements, and movements of the movement.

There were movements of the movement.

In 1918, however, the movement of the movement

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and movement of the movement", and "movement"

movement of the movement, in 1918.

There were movements of the movement.

TABLE XLIII

BARRIERS ENCOUNTERED IN REPORTING DEFENSE AFFAIRS: ALL MILITARY CORRESPONDENTS

Q. These are general areas that may constitute obstacles. Of these--or any others you may think of--what are the three greatest barriers confronting the military correspondent in covering the Pentagon? Rank in order. (n=40)

Barriers	Military News Correspondents					
	(n=40) All Newsmen		(n=28) Regulars		(n=6) Irregulars	
	Total Times Named	Rank ^a Named	Total Times Named	Rank Named	Total Times Named	Rank Named
Secrecy or overclassification	29	1	21	1	3	4
Complexity and enormity of DOD	27	2	21	2	5	1
News management (attempt to influence presentation of news by suppression, distortion, or timing)	20	3	14	3	4	2
Reluctant attitude of DOD officials to cooperate, meet, or talk with newsmen	15	4	7	5	3	3
Deadlines or lack of time to delve deeply into Defense issues	13	5	7	7	2	5
						4
						3

(n=6)
Mil. Journ.
Reporters

Total
Times
Named

Rank
Named

1. The first step is to identify the problem. This involves understanding the current situation and the goals that need to be achieved.

Parameter	Value	Unit	Notes
Initial weight	10.0	g	
Final weight	9.8	g	
Weight loss	0.2	g	
Percentage loss	2.0	%	
Initial volume	10.0	ml	
Final volume	9.8	ml	
Volume loss	0.2	ml	
Percentage loss	2.0	%	

THE FOLLOWING IS A SUMMARY OF THE INFORMATION RECEIVED FROM THE ABOVE SOURCES:

TABLE XLIII (Continued)

Military News Correspondents								
Barriers	(n=40)	(n=28)		(n=6)		(n=6)		Mil. Journ. Reporters
	All	Regulars		Irregulars		Reporters		
	Newsmen	Total Times Named Rank ^a	Total Times Named Rank	Total Times Named Rank	Total Times Named Rank	Total Times Named Rank	Total Times Named Rank	
Lack of adequate background briefings on sensitive or complicated areas	9	6	7	6	1	6	1	5
Difficulty in cultivating and maintaining productive news sources	9	7	9	4	--	--	--	--
Communications revolution during last decade (e.g., today, an incident is before world-wide public in minutes)	2	8	1	8	1	6	--	--

^aIf two or more barriers were named the same number of times, rank order was based on number of times named first, second, third.

TABLE KLIV

**BARRIERS ENCOUNTERED IN REPORTING DEFENSE AFFAIRS CONTRASTING
1970 WITH 1960 PENTAGON PRESS CORPS**

Military News Correspondents				
1970 Press Corps :		1960 Press Corps :		
All Military Newsmen (n=40)	Regulars Only (n=28)			
Barriers in 1970				
Secrecy or over-classification	73%(29) ^a	75%(21)	60%(18)	Unfreedom of information
Complexity and enormity of DOD	70%(27)	75%(21)	47%(14)	Lack of time
News management	50%(20)	50%(14)	37%(11)	Enormity and complexity of military affairs
Reluctant attitude of DOD officials	38%(15)	25%(7)	30%(9)	Dishonesty-deception-distrust by officials
Deadlines or lack of time to delve into Defense issues	33%(13)	25%(7)	13%(4)	Incompetent officials
Lack of adequate background briefings	23%(9)	25%(7)	13%(4)	Lack of space
Difficulty in cultivating and maintaining productive news sources	23%(9)	32%(9)	7%(2)	Public apathy toward the Defense program
Communications revolution during last decade	5%(2)	4%(1)	7%(2)	Insufficient briefings on sensitive subjects

^a Numbers set in parentheses represent total number of times named.

1960 and 1970 press corps. The major barrier in 1960 ("unfreedom of information") was cited by 60 per cent of the newsmen and there were about 14 percentage points between the first and second greatest obstacles; and a 10 per cent separation between the second and third barriers. In 1970, however, more newsmen agreed on the top three major barriers, but the first two were considered almost equally troublesome to the press. The major obstacle was cited by 73 per cent; the second greatest barrier by 70 per cent; and then 20 percentage points separate barriers two and three.

Unlike ten years ago, the correspondents in 1970 appear to have sufficient time to "delve deeply into Defense matters" as a barrier, ranked fifth compared to second in 1960.

Regulars ranked "difficulty in cultivating and maintaining sources" in the fourth position, while none of the other reporters included this as an obstacle.

Irregulars viewed "complexity and enormity of DOD" as their greatest barrier and ranked "secrecy" fourth, behind "news management" and "reluctant attitude."

Military journal reporters perceived their greatest barrier to be "reluctant attitude," followed by "secrecy," "deadlines," and "news management," in that order.

Also, the three groups of correspondents did not agree on the rank order of the barriers.

1960 and 1970 price range. The major market in 1960 ("analysis of information") was used by 40 per cent of the women and there were about 14 percentage points between the first and second greatest markets; and a 10 per cent separation between the second and third markets. In 1970, however, more women moved on the top three major markets. But the first two were combined almost equally (approximately 40 per cent). The major market was cited by 75 per cent; the second greatest market by 10 per cent; and then 10 percentage points separate markets two and three.

Since ten years ago, the correspondence in 1970 appears to have multiplied time to three days into "business hours" as a market, which fifth compared to second in 1960.

Regular market difficulty in refereeing was maintaining records* in the fourth position, while some of the other reports included this as an example.

Through time "complexity and economy of form" as their greatest market and ranked "economy" fourth. Behind "new management" and "colossal market." Military journal reports showed their position better as the "referee market," followed by "economy," "addition," and "new management," in this order.

Also, the three types of correspondence all had spots on the same order of the market.

Barriers as Viewed by Regulars

Table XIV gives further insight into how regulars viewed obstacles they must cope with when reporting military affairs. "Secrecy" and "complexity" were both named 21 times as one of the three greatest obstacles. But "secrecy" was named first 11 times (less than half), while seven regulars (one-quarter) said "complexity" is the greatest barrier. Fourteen regulars included "news management" among the three greatest barriers, while only about one-ninth (3) said management of the news was the major obstacle.

Data also show that a third of the regulars (9) were concerned more with the continuous task of cultivating and maintaining productive news sources than (a) getting officials to open up, (b) inadequate briefings, or (c) time pressures.

The ranking of barriers based on combined opinions of all regulars is significant since the two greatest barriers were considered far more serious than the third named obstacle. However, the following breakdown by media types gives a more accurate picture of the problems inherent to the diversified corps of regulars:

Barriers to the Development of the Economy

There are three main barriers to the development of the economy. The first is the lack of capital. The second is the lack of labor. The third is the lack of technology. These three barriers are interrelated and must be overcome if the economy is to develop. The lack of capital is the most serious barrier. It is the result of the fact that the economy is not able to accumulate capital. The lack of labor is the result of the fact that the economy is not able to attract labor. The lack of technology is the result of the fact that the economy is not able to develop new technology. These three barriers are the main obstacles to the development of the economy. They must be overcome if the economy is to develop.

There are also three main barriers to the development of the economy. The first is the lack of capital. The second is the lack of labor. The third is the lack of technology. These three barriers are interrelated and must be overcome if the economy is to develop. The lack of capital is the most serious barrier. It is the result of the fact that the economy is not able to accumulate capital. The lack of labor is the result of the fact that the economy is not able to attract labor. The lack of technology is the result of the fact that the economy is not able to develop new technology. These three barriers are the main obstacles to the development of the economy. They must be overcome if the economy is to develop.

The barriers to the development of the economy are the lack of capital, the lack of labor, and the lack of technology. These three barriers are interrelated and must be overcome if the economy is to develop. The lack of capital is the most serious barrier. It is the result of the fact that the economy is not able to accumulate capital. The lack of labor is the result of the fact that the economy is not able to attract labor. The lack of technology is the result of the fact that the economy is not able to develop new technology. These three barriers are the main obstacles to the development of the economy. They must be overcome if the economy is to develop.

TABLE XLV

**BARRIERS ENCOUNTERED IN REPORTING DEFENSE AFFAIRS:
REGULARS ONLY**

Q. These are general areas that may constitute obstacles. Of these--or any others you may think of--what are the three greatest barriers confronting the military correspondent in covering the Pentagon? Rank in order.
(n=28)

Barriers	Pentagon Correspondents: Regulars Only		
	Rank by Total Times Named ^a	Times Named First ^b	Total Times Named
Secrecy or overclassification	1	11	21
Complexity and enormity of DOD	2	7	21
News Management (attempt to influence presentation of news by suppression, distortion, or timing)	3	3	14
Difficulty in cultivating and maintaining productive news sources	4	2	9
Reluctant attitude of DOD officials to cooperate, meet, or talk with newsmen	5	3	7
Lack of adequate background briefings on sensitive or complicated areas	6	2	7
Deadlines or lack of time to delve deeply into Defense issues	7	--	7
Communications revolution during last decade (e.g., today, an incident is before world-wide public in minutes)	8	1	1

^aIf two or more barriers were named the same number of times, rank order was based on number of times named first, second, third.

^bOne regular said both "secrecy" and "difficulty in cultivating and maintaining sources" are equal as the greatest barrier (#1). Therefore his other choice was given a rank of three.

BARRIERS BY NEWS MEDIA TYPEDAILIES

1. Complexity
1. Secrecy
3. News Mgmt.

WIRE

1. News Mgmt.
2. Secrecy
3. Complexity

CHAINS

1. Complexity
2. Secrecy
3. News Mgmt.

MAGS

1. Secrecy
2. Reluctancy
3. News Mgmt.

TV AND
RADIO

1. Complexity
2. Reluctancy
3. News Mgmt.

SPECIAL
INT. PUBS.

1. Complexity
2. Secrecy
3. Deadlines

BARRIERS BY ALL REPORTERS
(n=40)

1. Secrecy
2. Complexity
3. News Mgmt.

BARRIERS BY ALL REGULARS
(n=28)

1. Secrecy
2. Complexity
3. News Mgmt.

BARRIERS BY IRREGULARS (n=6)

1. Complexity
2. News Mgmt.
3. Reluctancy

BARRIERS BY MIL. JOURN.
REPORTERS (n=6)

1. Reluctancy
2. Secrecy
3. Deadlines

Wire service correspondents were the only group of regulars that considered "news management" the greatest obstacle. News magazine reporters were the only ones who cited "secrecy" as the major barrier. News magazines and radio-TV newsmen were the only groups that included "reluctant attitude of officials" in the top three. News-men in the special interest publications category were the only reporters who listed "deadlines or lack of time" as a top obstacle.

EXHIBIT 17 - BUREAU OF THE ARMY

DATE	TIME	LOCATION
1. 10:00 AM	1. 10:00 AM	1. 10:00 AM
2. 10:00 AM	2. 10:00 AM	2. 10:00 AM
3. 10:00 AM	3. 10:00 AM	3. 10:00 AM
4. 10:00 AM	4. 10:00 AM	4. 10:00 AM
5. 10:00 AM	5. 10:00 AM	5. 10:00 AM
6. 10:00 AM	6. 10:00 AM	6. 10:00 AM
7. 10:00 AM	7. 10:00 AM	7. 10:00 AM
8. 10:00 AM	8. 10:00 AM	8. 10:00 AM
9. 10:00 AM	9. 10:00 AM	9. 10:00 AM
10. 10:00 AM	10. 10:00 AM	10. 10:00 AM

EXHIBIT 17 - BUREAU OF THE ARMY

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EXHIBIT 17 - BUREAU OF THE ARMY

Secrecy and Overclassification

Edward Shils, author of The Torment of Secrecy, wrote in 1956 that there is an irrational adhesion of three elements: fear of secrets, dependence on secrets, and dependence on publicity.²

In February 1970, Jerry Friedheim, Principal Deputy Assistant Secretary of Defense for Public Affairs, wrote:

Complete secrecy, even in the interests of national security, is not possible nor desirable in a free society. Although our first concern must be the security of the United States and the safety of our Armed Forces, certain factors which impact upon the Defense Department's security-of-information program must be recognized.

Occasionally, national security itself will dictate the release of information which has been classified-- in fact, sometimes highly classified. For instance, there might be a requirement to make our deterrent more credible. Another consideration is the annual requirement to justify the budget A third factor which must concern us in our endeavor to deny information of value to any enemy is our lack of ability to protect some of this information.³

The Office of the Assistant Secretary of Defense (Public Affairs) has two responsibilities. The first is to make the maximum amount of information available to the American people consistent with security. The other is to centralize that security information which cannot be released. As previously mentioned, the Directorate for Defense Information (DDI) is the office within OASD(PA) through which military information flows.

Friedheim also said, "Reporters quite often ask us questions that they know we can't answer. . . . Those that

Domestic and Foreign Relations

Howard White, editor of the Journal of American
Politics in 1960 stated that there is an increasing realization of the
importance of the domestic situation in foreign policy.
Domestic and Foreign Relations.

In February 1970, Joseph P. Kamp, Director of
Domestic Relations of the State Department, stated:

Domestic security, even in the absence of national
security, is not possible in a free
society. Although the two concepts are not the same,
national security and the safety of our
people, which is the primary concern of the
Department, are inseparable. National security
can be maintained.

Domestically, national security is not
the same as information which has been classified—
in fact, national security is classified. For example,
there might be a requirement to have our defense more
extensive. Another consideration is the national security
and to justify the budget. . . . A third factor which
must concern us is the national security information and
value to our people is the lack of ability to protect
ourselves from this information.

The Office of the Assistant Secretary of Defense
(Office of Defense Policy) has one responsibility. The Office is to
make the national security of information available to the
American people consistent with security. The Office is to
maintain the security information which should be
released. As previously mentioned, the Department has
Defense Information (DOI) in the area of security (see page 101)
through which military information flows.

Secretary of Defense said, "Department of Defense will be
convinced that they have we can't answer. . . . There are

cover the building /Pentagon/ regularly understand that we cannot answer some things because of national security."⁴

"Secrecy or overclassification" was given the following ranks by newsmen with regard to barriers: Overall--greatest barriers; regulars--first; irregulars--fourth; and military journal reporters--second.

Abuses of Classification "Selective Declassification"

This conflict between the Defense Department's need for military security versus the public's right to know and the media's duty to fully report the news has always been a problem.

In this context, 20 regulars were asked, "In general, do you feel abuses of classification by DOD are increasing, decreasing, or staying about the same?"

The majority of regulars (16) asked said the misuse of the classification stamp is staying about the same under this administration, while only three reporters said it is decreasing; one responded "don't know."

Generally, regulars said DOD officials have always overclassified information and in 1970 did not see any significant improvement in this area:

It's hard to tell what's hidden away, but I think things are about the same. Yet this administration claims more openness concerning information given out about Russia's defensive capabilities. It would be better to lay it all out and say what we think they have. Instead, officials tend to let such information dribble out now.⁵

about the building. The building is a two-story structure with a flat roof and a central entrance. The building is surrounded by a low wall and a paved area. The building is located in a residential area with other buildings nearby.

"Security or surveillance?" was given the

Estimated costs by country and type of vehicle

(Soviet) - American relations; Soviet Union; United States

SECRET: AND MILITARY INFORMATION

10-10-1964

This article appears in the *Journal of Management Education*, 20(1), 1997.

the military academy where the police chief is now

as well as the fact that the Commission has not yet received any information from the Government of the Republic of the Congo regarding the situation in the country.

Document ID: A68097 Date Added: 2012-05-15 11:15:11

• You may choose to attend classes at the following locations:

^aSome left over from the 1995-96 season.

The following is a list of the names of the persons who have been named in the above mentioned cases:

2 The following is a list of the names of the persons who have been named in the above mentioned affidavits as having been in the possession of the same at the time of the same being made.

the administration with only three responses and 12 in

*. 1900-1901. 1902-1903. 1904-1905. 1906-1907. 1908-1909. 1910-1911. 1912-1913. 1914-1915. 1916-1917. 1918-1919. 1920-1921. 1922-1923. 1924-1925. 1926-1927. 1928-1929. 1930-1931. 1932-1933. 1934-1935. 1936-1937. 1938-1939. 1940-1941. 1942-1943. 1944-1945. 1946-1947. 1948-1949. 1950-1951. 1952-1953. 1954-1955. 1956-1957. 1958-1959. 1960-1961. 1962-1963. 1964-1965. 1966-1967. 1968-1969. 1970-1971. 1972-1973. 1974-1975. 1976-1977. 1978-1979. 1980-1981. 1982-1983. 1984-1985. 1986-1987. 1988-1989. 1990-1991. 1992-1993. 1994-1995. 1996-1997. 1998-1999. 2000-2001. 2002-2003. 2004-2005. 2006-2007. 2008-2009. 2010-2011. 2012-2013. 2014-2015. 2016-2017. 2018-2019. 2020-2021. 2022-2023. 2024-2025. 2026-2027. 2028-2029. 2030-2031. 2032-2033. 2034-2035. 2036-2037. 2038-2039. 2040-2041. 2042-2043. 2044-2045. 2046-2047. 2048-2049. 2050-2051. 2052-2053. 2054-2055. 2056-2057. 2058-2059. 2060-2061. 2062-2063. 2064-2065. 2066-2067. 2068-2069. 2070-2071. 2072-2073. 2074-2075. 2076-2077. 2078-2079. 2080-2081. 2082-2083. 2084-2085. 2086-2087. 2088-2089. 2090-2091. 2092-2093. 2094-2095. 2096-2097. 2098-2099. 2100-2101. 2102-2103. 2104-2105. 2106-2107. 2108-2109. 2110-2111. 2112-2113. 2114-2115. 2116-2117. 2118-2119. 2120-2121. 2122-2123. 2124-2125. 2126-2127. 2128-2129. 2130-2131. 2132-2133. 2134-2135. 2136-2137. 2138-2139. 2140-2141. 2142-2143. 2144-2145. 2146-2147. 2148-2149. 2150-2151. 2152-2153. 2154-2155. 2156-2157. 2158-2159. 2160-2161. 2162-2163. 2164-2165. 2166-2167. 2168-2169. 2170-2171. 2172-2173. 2174-2175. 2176-2177. 2178-2179. 2180-2181. 2182-2183. 2184-2185. 2186-2187. 2188-2189. 2190-2191. 2192-2193. 2194-2195. 2196-2197. 2198-2199. 2200-2201. 2202-2203. 2204-2205. 2206-2207. 2208-2209. 2210-2211. 2212-2213. 2214-2215. 2216-2217. 2218-2219. 2220-2221. 2222-2223. 2224-2225. 2226-2227. 2228-2229. 2230-2231. 2232-2233. 2234-2235. 2236-2237. 2238-2239. 2240-2241. 2242-2243. 2244-2245. 2246-2247. 2248-2249. 2250-2251. 2252-2253. 2254-2255. 2256-2257. 2258-2259. 2260-2261. 2262-2263. 2264-2265. 2266-2267. 2268-2269. 2270-2271. 2272-2273. 2274-2275. 2276-2277. 2278-2279. 2280-2281. 2282-2283. 2284-2285. 2286-2287. 2288-2289. 2290-2291. 2292-2293. 2294-2295. 2296-2297. 2298-2299. 2300-2301. 2302-2303. 2304-2305. 2306-2307. 2308-2309. 2310-2311. 2312-2313. 2314-2315. 2316-2317. 2318-2319. 2320-2321. 2322-2323. 2324-2325. 2326-2327. 2328-2329. 2330-2331. 2332-2333. 2334-2335. 2336-2337. 2338-2339. 2340-2341. 2342-2343. 2344-2345. 2346-2347. 2348-2349. 2350-2351. 2352-2353. 2354-2355. 2356-2357. 2358-2359. 2360-2361. 2362-2363. 2364-2365. 2366-2367. 2368-2369. 2370-2371. 2372-2373. 2374-2375. 2376-2377. 2378-2379. 2380-2381. 2382-2383. 2384-2385. 2386-2387. 2388-2389. 2390-2391. 2392-2393. 2394-2395. 2396-2397. 2398-2399. 2400-2401. 2402-2403. 2404-2405. 2406-2407. 2408-2409. 2410-2411. 2412-2413. 2414-2415. 2416-2417. 2418-2419. 2420-2421. 2422-2423. 2424-2425. 2426-2427. 2428-2429. 2430-2431. 2432-2433. 2434-2435. 2436-2437. 2438-2439. 2440-2441. 2442-2443. 2444-2445. 2446-2447. 2448-2449. 2450-2451. 2452-2453. 2454-2455. 2456-2457. 2458-2459. 2460-2461. 2462-2463. 2464-2465. 2466-2467. 2468-2469. 2470-2471. 2472-2473. 2474-2475. 2476-2477. 2478-2479. 2480-2481. 2482-2483. 2484-2485. 2486-2487. 2488-2489. 2490-2491. 2492-2493. 2494-2495. 2496-2497. 2498-2499. 2500-2501. 2502-2503. 2504-2505. 2506-2507. 2508-2509. 2510-2511. 2512-2513. 2514-2515. 2516-2517. 2518-2519. 2520-2521. 2522-2523. 2524-2525. 2526-2527. 2528-2529. 2530-2531. 2532-2533. 2534-2535. 2536-2537. 2538-2539. 2540-2541. 2542-2543. 2544-2545. 2546-2547. 2548-2549. 2550-2551. 2552-2553. 2554-2555. 2556-2557. 2558-2559. 2560-2561. 2562-2563. 2564-2565. 2566-2567. 2568-2569. 2570-2571. 2572-2573. 2574-2575. 2576-2577. 2578-2579. 2580-2581. 2582-2583. 2584-2585. 2586-2587. 2588-2589. 2590-2591. 2592-2593. 2594-2595. 2596-2597. 2598-2599. 2600-2601. 2602-2603. 2604-2605. 2606-2607. 2608-2609. 2610-2611. 2612-2613. 2614-2615. 2616-2617. 2618-2619. 2620-2621. 2622-2623. 2624-2625. 2626-2627. 2628-2629. 2630-2631. 2632-2633. 2634-2635. 2636-2637. 2638-2639. 2640-2641. 2642-2643.

SECRET

DECLASSIFIED INFORMATION WAS IN 1975 AND WAS NOT

significant improvement in skin care

1941-1942

CONFIDENTIAL

...and I am not sure we think even

Colinva was born 1904, Columbia, Missouri. He is now a student at the University of Missouri, Columbia, Missouri.

Another reporter elaborated: "Laird seems to be saying a lot more about Soviet capabilities. Of course a lot of this may be political. In lower levels of DOD they still cover up by saying 'classified.'"⁶

One of the wire service correspondents said that on important issues things are about the same. Although he added: "It's really ridiculous, but somewhat better now Classification is used to keep things from the public until the top man wants it known."⁷

Several reporters agreed that classification claims frequently are made so that DOD officials can withhold certain material until it best suits their purpose. A veteran correspondent who said things have improved stated: "Abuses occurred more during the McNamara era because it was declassification for use by SECDEF. It was inconsistent or selective declassification."⁸

Reporters agreed that some things should be classified, but during the interviews newsmen gave several examples to illustrate how ridiculous the misuse of security can be.

A few brought up a situation that occurred in 1970 when President Nixon went to DOD to be briefed on Cambodia. Newsmen were then briefed on the brief, during which time one correspondent asked what the classification was of the President's briefing. Reporters were told the classification of the brief was classified.

One of the regulars described how some officials

"The report of the committee," said the
 saying a lot more about the committee. It seems a
 lot of this may be possible. In some cases the
 they will come up by saying "classified."
 One of the main reasons for this is that the
 important factors which are shown the same. Although the
 added "It's really important, but sometimes better not
 Classification is used to keep things from the
 public until the top has been reached."
 Several reports agree that classification should
 especially are made so that the officials can without
 certain material until it has been their report. A
 various departments who and others have reported that
 "The committee has found the committee and found it
 was classification was not by itself. It was impossible
 or scientific classification."
 The committee agreed that the committee should be able
 that, but that the committee would have several
 examples to illustrate how classification was done at
 necessity can be.
 A few months ago a situation was discussed in 1970
 when the committee would have to be involved in the
 Bureau was also involved in the work. The committee
 was disappointed to find that the committee was not at the
 President's office. Reports were sent the committee
 that of the committee was classified.

One of the reports classified was also classified

overreact when dealing with classification:

Ironically, the news office will often wish to give the news media information on the crisis of the day and be asked not to by any number of military men. The services are generally super-cautious and suspicious. Telling the newsmen how many washrooms are on the second floor of the Pentagon might help the Russians.

Once, when doing a feature story on the Army Map Service, I was given a thorough background briefing by a colonel who ended the interview by asking me to submit my copy for his approval. I suggested what he might do with his idea, since no such ground rule had been arranged in advance. He stared intently at me and said, "Be careful what you write. Those boys on the other side of the ocean would love to get their hands on what I've just told you!" If this paranoia hadn't been so frightening, it would have been funny.⁹

Newsmen said often officials just do not know what is classified and what is releasable information, so they classify to be "safe." "People generally don't know what's classified--either PAOs or officials--and those who have access to classified information don't keep up with it."¹⁰

A veteran regular described a situation that serves as a prime example of how this affects newsmen. The correspondent was doing some stories with the U. S. Navy's Sixth Fleet in the Mediterranean:

I had to run the stories through security review. When I got them back they were both censored. But one particularly was scissored up quite a bit. Checking it against the carbon, I found what they had scissored out was two paragraphs in which I quoted directly or indirectly Secretary Clifford and his posture statement, which is of course, unclassified. The second time I wrote "this came from Clifford's posture statement" in the margin and they cut it out the second time. So there's a great deal of work to be done in this area. There's still some silly things going on.¹¹

A few newsmen suggested if officials would simply tell reporters why something is classified, many of the

errors in reporting, and complaints about abuses would be eliminated. A daily newspaper correspondent summed up the majority's feelings:

It's always abused because it's part of the bureaucratic caution. And I'm not surprised at it but the problem is there's no penalties for overclassification. There's no offsetting force except our complaints. They overclassify everything. In Vietnam you can look at lots of stuff you can't look at here simply because they're all cautious and scared and they don't know enough to know what to classify and what not to classify, so they classify everything.

Often reporters have to rely on partisan interpretation or second hand accounts of whatever's going on. What happens eventually is it leads to inaccurate reporting. If material were declassified in the beginning, there wouldn't be that problem. . . . They /officials/ create headaches for themselves.¹²

Thus, newsmen believed that officials arbitrarily classify information when: (a) it serves their purpose, (b) if they are unsure what is not classified, or (c) just because it is easier to say "sorry, that's classified" than it is to check on it. They said the tendency is to use secrecy to hide errors of judgment or information unfavorable to officials or the administration.

Does Security Deprive the Public?

Much has been written about "the public's right to know." There is a fine line drawn between information legitimately classified for national security reasons and unclassified information withheld from the public to safeguard the lives of American fighting men. A cross-section of the regulars (10) was asked: "To what extent does the

majority's failure
election. A daily newspaper correspondent noted in the
course of testimony and explanation some cases would be

[illegible]

Other students have to rely on written lecture notes or second hand accounts of lectures as a source of information. It is found that students who have access to a library are more likely to be successful in their studies. It is found that students who have access to a library are more likely to be successful in their studies. It is found that students who have access to a library are more likely to be successful in their studies.

There, however, believed that certain individuals classified information when (a) it serves their purpose, (b) it they are aware what is not classified, or (c) just because it is easier to say "sorry, that's classified" than it is to check on it. They said the tendency is to use secrecy as a substitute for judgment in information release.

[illegible]

withholding of information by DOD for valid military security reasons deprive the public of data it needs to adequately understand Defense matters?" Four said it had no affect; three replied it had some affect; and three said it was hard to know or they could not tell.

They stated it would probably clarify many issues that now confuse the public because, to safeguard national security, they are not told the whole story. But most said the citizenry need not have access if such information would jeopardize American lives or the country's security. One veteran newsman said:

I've often wondered about that, especially concerning the classification of new hardware. I'm sure attempts are made to withhold information, but history will have to decide whether it was right or wrong, such as the Cuban invasion /Bay of Pigs-1961/.¹³

This same reporter suggested the public's attitude in 1970 toward anything military bears on this discussion: "I don't think the public cares much today. Yet in the 1960s, there were a lot of yells about why classified Defense information was being printed. This is not true today."

It has often been suggested that had the media exposed plans for the Bay of Pigs invasion, negative public reaction would have forced President Kennedy to halt the assault, and thus save the United States great embarrassment. Addressing this point, one reporter, who stated that withholding legitimate security information does not deprive the public, said:

But perhaps it distorts and confuses a situation. People make political judgments every two and four years. The information surrounding the intrusion of American troops into Cambodia /1970/ is a good example. If the public knew the plans before, it's possible they would have tried to stop it.¹⁴

Newsman cited instances through hindsight they said were distorted or not fully explained. They declared a lot of material was classified unnecessarily which only confused the public.

Another reporter suggested this can be judged only on a case by case basis: "It's most disturbing in the field when . . . SECDEF declassifies information on the spot to take the heat off or ease a situation on the Hill concerning the administration." He mentioned the time McNamara "inadvertently" slipped and said for the first time--during a briefing for newsmen--that Poseidon was a multiple war-head missile. Another time, the reporter said, Clifford came out with statistics that were previously classified to knock down arguments against DOD policy. "This type of thing we should get on a regular basis."¹⁵

Underwood discovered in 1960 that only 28 per cent of the correspondents felt overclassification of information "seriously" interfered with the public's right to know.¹⁶

Secrecy a Problem to Reporting?

Twenty-five regulars were asked, "Is the use of secrecy by DOD a very great problem to you in reporting

12 The public has the right to know, it's a healthy day
would have said to you 11/14

the public.

of material was classified confidential which only contained

were disclosed to the public. They desired a job

known also indicated through history they said

Another reporter suggested this can be judged only on a vote by each house: "It's most desirable in the field when . . . without formalized information on the spot to take the heat off of some a situation on the Hill comes along the administration." He mentioned the time when "innovative" might not be the best time to bring a situation for money--that position was a strategic one--and finally, another time, the reporter said, Clinton knew one who wanted to see what was previously classified in light of new requirements against GDS policy. "This type of thing we should get in a review session."

Understand him to be in 1900 only 10 per cent
of the population of the world was in the
the "world" with the world's view to

1. The first step is to identify the problem or goal. This involves understanding the current situation and what needs to be achieved.

Defense news?" Eleven reporters said it is, six others stated it is "only sometimes," and eight of the correspondents responded negatively. The reader is reminded that 11 newsmen named secrecy or overclassification as the greatest barrier.

Most regulars said it is more of a nuisance than it is a major obstacle in reporting. One of the regulars summed up the majority viewpoint:

It's more of a feeling that any one story may not be accurate because of things you don't know. Of course, if information is secret, the reporter doesn't know about it. It's frustrating not knowing if you know all the facts.¹⁷

Reporters indicated sometimes it is more difficult to comprehend a Defense issue based solely on "releasable information"; because often so many other pertinent details are classified. This compounds the problem, even for the specialist correspondent who must interpret and explain to the public a new weapon system or a Defense position as related, for instance, to State Department:

There's a lot of misleading over classified material. To understand it, a person almost has to be a genius. For instance, to write about a reduction of nuclear production, a reporter must find out first if it really works.¹⁸

Best Defense Against Overclassification

Most newsmen acknowledged that overclassification has become a fact of life at DOD. Regulars were asked what they think is the reporter's best defense against excessive secrecy.

[illegible]

Best response said it is more of a business than it is a religious institution. One of the religious groups up the majority of the population.

It's more of a feeling than any one thing and we cannot measure it. I hope you won't think it's sentimental and sentimental is important. I don't know what it is. It's something that I don't know all the time.

...the ... of ...

[illegible]

best defense against terrorism

Most correspondents suggested there is no adequate defense. However, methods employed to overcome excessive secrecy may be broken down into two general categories. Eleven newsmen said a reporter's best alternative is first to complain or point out to officials how stupid it is to classify information which does not meet legitimate requirements of classified information. If this approach fails and the reporter still believes he is on firm ground, he should, according to newsmen, expose it through the media.

Another group (3 reporters) said the best thing a correspondent can do is remain aggressive, keep digging, stay up on things, or constantly pursue all possible sources. Eight other newsmen simply stated there is no defense against overclassification.

A wire service correspondent said:

A reporter's tools are few. Newsmen are at a great disadvantage. There's no place to appeal to. The best thing is to get it out. But then there are investigations; they even question reporters. It's stupid. Newsmen can also ping on an IO.¹⁹

A television reporter suggested: "Keep probing, individual effort, initiative, and enterprise. The FOI act is not the way."²⁰

The Freedom of Information (FOI) law was enacted to help the media and the public gain access to government information which is not classified and which does not fall into one of the nine categories listed as exceptions.²¹

most correspondence requested there is no objection
 taken. However, without regard to domestic censorship
 matter may be handled over time and general censorship.
 Since there is a request for information in this
 as regards or point out to officials how much it is to
 clearly information which does not need legislation
 treatment of classified information. It is a question
 both and the request with relation to it in this regard.
 be asked, according to request, upon it through the

media.

Another matter is requested with the last thing a
 correspondence can be in certain correspondence. Such things
 may be on things, as certainly some are possible.
 sources. Right after certain things stated there is no
 defense against constitutional provision.

A letter arrives correspondence with

A request for information is made. However, it is a great
 disadvantage. There is no point in doing so. The last
 thing is to get it over. But there is no investigation
 since they even question request. It is a matter.
 However, we also find on the 10th.

A decision request request: "Keep working"

Indefinite effort, investigation, and investigation. The FBI not in
 and the way.

The Freedom of Information Act (FOIA) law was enacted in

help the public and the public gain access to government
 information which is not classified and which does not call
 for one of the above categories listed as confidential.

Only two reporters said it helps them at the Pentagon. They suggested the threat of the law has worked to their advantage. The majority of newsmen, however, indicated they do not find any useful application of the law when reporting military news. More often the view was it has had little or no real affect at DOD. One of the regulars with a newspaper chain said:

Using the FOI law and going to court is a drastic step and takes too long. If there was an intermediate court of appeal, without having to sue the government, it would be better. Reporters could take grievances and have them evaluated objectively.²²

Most others agreed. One added that perhaps an "ombudsman at the Deputy Assistant ASD(PA) level" would be the best alternative for all.

"More Than Two Hundred Spies"

Although the Defense Department is considered by many Washington correspondents to be a "classification haven" and the tightest beat in the capital, compared to other countries, the U. S. government (specifically DOD) releases a great deal of information that would be classified elsewhere.

One of the Pentagon regulars said the U. S. government is "a lot looser than any other government."²³

A correspondent with well over a decade of Washington reporting experience, and who has observed reporting in other nations, was asked for his opinion:

This country publishes more official information, political, military, scientific, and otherwise, than any other I know. A lot of material put out by the U. S. would be classified anywhere else. I hope it does not work against it. A newsman of international fame I know has said that the material found here [in U. S.] in specialized publications provided by the government itself, contained more valuable information than could be found by two hundred spies working twenty hours a day.²⁴

News Management

The press corps stated that "news management" was the third greatest barrier. Regulars judged it the third major obstacle, irregulars said it was the second greatest barrier, and military journal reporters ranked it fourth.

The phrase "news management" has been a topic for press criticism since James Reston (*New York Times*) coined the term in 1955.²⁵ However, the issue itself can be traced back to the first government or first newspaper. Yet, it was not until 1962, when Arthur Sylvester openly admitted that the government "did it," was the criticism loudest. Some journalists suggested that everybody in the communications process "manages" the news. But DOD was singled out by the general media as the prime offender in Washington.

Critics of Defense information policies during the 1960's, accused Pentagon officials of misconduct for practicing news management as if it were a phenomenon unique only to the military establishment.

News Management Defined by Reporters

Pentagon regulars were asked to define the term "news management." Although no two definitions were the same, one viewpoint was repeatedly stressed. More than any other single factor, "timing of a release" to help DOD was mentioned most frequently. One regular cited an example of this procedure:

News management is presenting something on a certain day, at a certain time. For instance, the C5 /type of new U. S. Air Force aircraft/ cutback to 80 aircraft was announced at 6:30 p.m. on a Friday. People don't read Saturday papers as carefully. This happens frequently.²⁶

A similar incident was described by a news magazine correspondent:

The B-1 /new U. S. Air Force bomber/ contract was released at 5:30 p.m. on a Friday. Earlier in the day, industry sources suggested the contract would go that day. We got no hint /from DOD officials/ that it would go. This happens too often to think it's accidental.²⁷

An experienced newspaperman said:

It's /news management/ the releasing of news and statements or speeches on a selective basis to put administration, department /DOD/, or service in the best possible light, or to push or foster a project.²⁸

Another regular simply suggested news management is "deliberate control of information; a holding back and giving out."²⁹ Others said the term indicates distortion through omission: "Omission of information that may be embarrassing to DOD. It's the selling of a program. The technique is softer now, but selling is still there."³⁰

One of the news magazine writers agreed:

These arrangements followed by subsequent
 investigation revealed that based on action the same
 "same arrangements." Although no real difficulties were the
 same, was completely and completely answered. There was no
 other simple thing. "Being of a variety" to help that was
 mentioned more frequently. One would need an example of
 this procedure.

That arrangement is provided according to a
 certain day, at a certain time. For instance, the 15
 days of the 15th of the month, which is the
 schedule was arranged at 11:30 p.m. on a Friday.
 People don't need to be present on Saturday. This
 happens frequently.¹⁰

A similar incident was described by a more repeated
 correspondence.

The 2-1 Day in 1944, the two people, contact was
 retained at 11:30 p.m. on a Friday. Another in the day,
 industry women reported the contact was in fact
 day. The day in fact, from the following, that is what
 go. This happens too often in fact it's a coincidence.¹¹

An unexpected correspondence with
 it's "same arrangement" the following of some and
 movements of people on a Saturday night at 11:30
 administration, department, of service in the
 last possible light. At 11:30 p.m. on a Friday.¹²

People report that they were surprised to

affirmative control of information a policy that was
 giving out.¹³ Other said the same business happened.

Through contact, information of information was up to
 government in 1944. It's the selling of a program. The
 technique is better now, but selling is still there.¹⁴

One of the most important points is

When a Pentagon program is put together, so a false impression is made or an announcement speeded up or slowed down for political effectiveness. Now this is lessening, but still see some timing of key releases. If they hold a story for days that's news management.³¹

Another newsmen cited another example of news management:

In a recent situation, the administration made the decision to stage air raids over North Vietnam. The administration decided only to talk about one type of raid, and not another. This is the way it is. The enemy knows; thus only the American public is denied information. Sometimes Defense spokesmen leave out information. This is a bad policy. A reporter's natural skepticism is the only way to combat /news management/.³²

Managing vs. Gathering the News

Regulars were then asked, "To what degree--if any--does news management actually interfere with your job of gathering and reporting military news?"

Responses from 26 newsmen are grouped in three areas. About one-third of the regulars (10) said it has no affect, does not matter or is simply a way of life at the Pentagon. A slightly smaller number (7) suggested it only interferes on specific stories--usually concerning more significant issues. The remainder (9) viewed the managing of news as a constant interference.

The reader is reminded that three regulars named news management as the greatest barrier and 11 others considered it one of the three major obstacles.

One correspondent disagreed that news management even exists: "There's no such thing. DOD doesn't have the

[illegible]

Another woman told me that she had been

In a recent statement, the administration said the
 decision to change the rules was based on the
 administration's decision only to call about one type of
 rule, not another. This is the way it is. The
 many know that only the federal policy is being
 implemented. The federal policy is being
 implemented. This is a bad policy. A federal
 policy is the only way to make sure

Regulation was then introduced, "to give Government

Does your manuscript describe industrial activity with any of the

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02545. About 1000 ft. at the mouth of the river.

effort, have not wanted to study a lot of life in the

Keywords: 3-allyl-2-thiophenyl-5-methyl-1,2,4-triazole; 3-allyl-2-thiophenyl-5-methyl-1,2,4-triazole; 3-allyl-2-thiophenyl-5-methyl-1,2,4-triazole

Intervene in specific areas—usually monetary and

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It may be a curious observation

THE LACROSSE IS TWENTY-THREE INCHES LONG AND SEVEN INCHES WIDE

system. It can deliver feedback not in 30 seconds, but

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apparatus to 'manage news'---the press does. It's not an issue."³³

Those in the first category recognized that the issue can never be avoided, but do not feel hindered by it: "It's a normal function of any government. We accept it; we'd be foolish if we didn't. It doesn't really hurt reporting."³⁴

This approach was echoed by several others. A veteran correspondent qualified the "fact of life" feeling: "If around long enough, a reporter can overcome news management, if he knows the pit-falls. But it takes longer to get information."³⁵

Even though newsmen can overcome news management with time, reporters on daily news deadlines find it difficult at times. As previously noted, several correspondents suggested the releasing of major announcements or contracts late Friday afternoons happens too often to be a coincidence:

I can see why they'd come out so late. They miss the TV network shows and the stock market is closed. This policy has been consistent since I've been here about three years. Generally, it's more of an individual news management than a giant conspiracy.³⁶

Muzzling the Military

As stated earlier, "muzzling" the military's voice was the topic of numerous heated debates in Congress and in the media during the last decade.

Military correspondents were asked how they feel about the assertion made by critics of DOD news policies

appearing in "mystery class"—the known class... It's a hell of a

FORM 1-75 (REV. 1-75)

1. The Government of the United States of America, by and through the Secretary of State, has the honor to acknowledge the receipt of your letter of the 10th inst., in relation to the above-captioned matter.

[illegible][illegible]

A

SECRET

24. *Journal of the American Medical Association*, 1964; 191: 1000-1001.

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Report to the Information...

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Lab. also reports on this case. Contained this is 14-15-1964

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...and the

I have been thinking about you a great deal lately.

The TV network knew and the writer knew it should.

1. The first group of people who are interested in the study of the history of the United States are the people who are interested in the history of the United States.

ST. LOUIS, MO. - 1964

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

10-10-68

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and the separation angle of 200 was determined.

who maintained that muzzling the military (either military officers or information organizations) has resulted in a system which leaves little room for healthy debate on key issues.

As Table XLVI indicates, one-third of the regulars (8) said this is not the case in 1970, another third (6) stated the assertion is valid, and the remainder (9) indicated muzzling has "to some extent" eliminated active debate on major military issues.

Only one of the irregulars said the statement is true, while only one of the military journal correspondents suggested muzzling has not had this effect.

Overall, two-thirds of all the newsmen (24) stated muzzling has to some extent left a climate that is not conducive for active debate on all sides of a Defense issue.

Most regulars who said the assertion is false indicated that muzzling is not a problem because military officials do have avenues through which their side of an issue may be aired. The channel most often named was testimony before congressional committees. One simply suggested that muzzling has never been successful, and said it is not a major problem. A newspaper reporter said there was a problem before the new administration came in: "Laird has changed all that. He brought the JCS [Joint Chiefs of Staff] into the decision-making process on policy matters."37

who maintained that meeting the military (United Nations) was essential to a system which leaves little room for healthy debate on any issues.

Mr. Tilden XVI continued, pointing to the evidence

(3) said that in the case of 1970, another said (4)

avoided the situation is valid, and the resolution (4) indicated meeting has "no more words" eliminated earlier debate on major military issues.

Only one of the respondents said the situation is

free, while only one of the military (United Nations) suggested meeting but not that event.

Overall, two-thirds of all the answers (24) stated

meeting too to meet current and a climate that is too unstable for active debate on all sides of a balance

issue.

Other responses were said the situation is that (11)

could that meeting is not a positive outcome (11/11) with the to have meeting through which that right to be taken say to itself. The current way that would be

meeting before organizational committee. One might say that that meeting has never been successful, and that is not a major problem. A newspaper reporter said that

was a problem before the new administration came in. That has changed all that. He pointed to the UN (United Nations) as being into the organizational process on policy

TABLE XLVI

MUZZLING THE MILITARY VOICE

Q. Some critics of DOD news policies during the sixties stated that muzzling the military--either military officers or information organizations--has resulted in a system which leaves little room for healthy debate on key Defense issues. How do you feel about this assertion? (n=37)

	Little Room for Debate on Key Issues		
	Yes/ True/ Agree	To Some Extent/ Agree-Disagree	No/ Not True/ Disagree
Correspondents			
Regulars	8	9	8
Irregulars	1	2	3
Military Journals	3	1	1
Total (n=36)	12	12	12

Regulars who said muzzling has kept the media from getting the military's side of an issue did not agree that testifying before congressional committees is an effective means to combat the problem. A veteran regular agreed that much comes out of these hearings:

But who reads 500 pages of testimony for six lines of print, six months after the event? This is not the best public participation in policy formulation.³⁸

Many held the same viewpoint:

Congress draws out views. Yet some military officers are still constrained by his superior's policy and won't express honest opinions on the Hill. The days are gone when a top military officer goes out and attacks a decision.³⁹

One of the television correspondents added:

We don't get the flavor of all sides of an issue. DOD tries to be a monolithic organization. On the Hill, the military just doesn't want to fight with officials. They are very circumspect at times; too much at times.⁴⁰

The majority of regulars said (a) there should be active debate before a major decision is made, (b) the public should know how the military feels, and (c) once a decision is made, generally the military should abide by it. Newsmen also stated the military usually tries to get their views out, but their success is only marginal. Most regulars did not see the value in such debate--even if possible--on minor issues.

"If the service chiefs differ with SECDEF, this is something they should say; tell the media why they disagree. Now this comes out through civilians in a

negotiations and said something has happened the world over
getting the military's side of the issue and not saying that
investigating rather congressional committee is an effective
means to combat the problem. A separate report issued that
much more out of these hearings.

Two new books 100 pages 100 pages 100 pages 100 pages
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many hold the same viewpoint:

Conferences of the military and the military
outstanding and still outstanding by the military's
policy and more progress than progress on the military.
The day has come when a military officer goes to
and returns a military officer.

One of the military's responsibilities is to

the day's day the military of all sides of the issue.
The day's day the military of all sides of the issue.
The day's day the military of all sides of the issue.
The day's day the military of all sides of the issue.
The day's day the military of all sides of the issue.
The day's day the military of all sides of the issue.

The majority of the military of all sides of the issue.

Active military forces in the military of all sides of the issue.

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Active military forces in the military of all sides of the issue.

backhanded way that's not satisfactory," a correspondent for a daily newspaper said.⁴¹

Another suggested muzzling is still a problem and always will be because of the promotion system: "The military tries to stay out of hot water. They try to get their views out clandestinely. Since McNamara left, military officers speak more on the Hill, but we can't get all sides of a story in DOD."⁴² A network TV correspondent agreed: "People see a guy [military officer] retiring early if he's been burned."⁴³

One regular stated: "It's not really muzzling; but not really debating." And another: "There are avenues, but a newsman has to work and scheme."

A newspaperman summed up the viewpoint of most:

There's quite a bit of constraint on all the services not to get involved in public debate. I think there should be debate. Yet after a decision is made, there should be a closing of ranks. I'd like to see the public get some feeling for what the military thinks. Now, the military has overreacted--when in doubt, don't talk!⁴⁴

A news magazine writer agreed but also looked to the future:

The statement is valid today. It's a pity because the country is suffering for it. The years under McNamara were a winnowing out process--if military men did not agree with McNamara, they were fired. It should be better now with two Navy men in JCS and I expect more debate in the future.⁴⁵

A veteran regular was not as optimistic:

There is a tendency to run DOD like a corporation; to run it from the top. There's no discussion before a decision is made because top officials haven't

for a daily newspaper said.

Another suggested meaning is still a possible and
always will be because of the previous system. The will-
they tried to keep out of the water. They try to get their
views on this matter. They have no other views.

"People see a guy walking around, looking really ill he's
as a story to tell." - A woman TV news anchor says.

Others spoke more on the bill, but no one's got all sides

Two regular classes: "12's and weekly meetings but not really debating." and another "Young and vibrant, but a program for the year and beyond."

How the military has overreacted when in doubt. I don't know. But I think it's a mistake to think that the military is the only one who should be in charge of the defense of the country. I think that the civilian government should be in charge of the defense of the country. I think that the military should be a part of the civilian government, not a separate entity. I think that the military should be under the control of the civilian government, not the other way around. I think that the military should be a part of the civilian government, not a separate entity. I think that the military should be under the control of the civilian government, not the other way around.

[illegible]

The discussion is held today. It's a day's business
the company is holding for it. The same order
members were a witness of our business - it's a day's
Did not know with business. They were there. It
should be known now with two days and in the end I
expect will be in the future.

There is a tendency to run down like a conveyor belt
to the fact that the "new" is not the same as the old
and that the old is not the same as the new.

decided yet, nor is there discussion ~~after~~ because the decision is already made--thus, no discussion!⁴⁶

One of the irregulars said:

This is a red herring /referring to the muzzling assertion/. The Pentagon is, and has been, probably the most "open" defense department in the world. Even so, Defense officials will try to hide news that reflects poorly on their causes or performance. And it will always be that way.⁴⁷

Asked to Kill the Story

Critics during the sixties who accused military news correspondents of being spoon-fed by Defense officials also suggested in order for DOD to keep the regulars underfoot they simply had to ask newsmen not to report certain information or to kill a story completely if it was unfavorable. Judged solely on the basis of what has been written about this give-and-take, it appears officials ask, for whatever reason, and reporters unquestionably comply on a routine basis.

About two-thirds of the regulars (17) were asked: "Have you ever been requested to withhold publication of Defense information in your possession?"

While most of the correspondents (14) said "yes," a truer picture of such requests was possible after those that responded affirmatively were asked: "About how many times was such a request made?" Only one reporter said "several times." Most often the responses were: once, not often, a few times, not frequently, a couple of times, and not often at all. One of the television correspondents

said: "Only once. That was when I went to SECDEF and asked if a story the newsmen prepared would be harmful to national security. He said it would and I killed the story."⁴⁸

Two newsmen considered by DOD officials to be quite critical of the military establishment responded by saying, "nobody ever asked me to kill a story."⁴⁹ Another regular said, "1961 was the last time a person not in DOD asked me to kill a story and I quit."⁵⁰

Reporters were asked if they generally complied with such requests. Almost all newsmen said they did. A few added: "I did when the request was valid or legitimate."

They also were asked: "When was the most recent request made?" Responses ranged from "recently" and "not long ago" to "a few years ago."

Why Officials Make Requests

Reporters were queried as to what reasons were given for these requests. "Legitimate security" and "national security" were most frequently cited. One said, "The reasons were not always legitimate." Others suggested "usually delicate matters," "touchy areas," and "policy." Although two suggested reasons were not always legitimate, most are satisfied that requests were made without ulterior motive.

When asked if they thought it is common practice for officials to make such requests of newsmen, all regulars

early "only once." When she came I went to her room and asked
 if a story this morning happened which he wanted to
 publish. He said he would and I killed the
 story.¹⁴

Two women considered by two others to be quite
 distinct of the policy mentioned suggested by saying
 "nobody ever asked me to kill a story."¹⁵ Another woman
 said: "I've got the last time a person has in my
 me to kill a story and I kill."¹⁶

Reports were made at that meeting
 with much interest. Almost all women said they did. A
 few said: "I did when the report was made by legislators."
 They also were asked: "When was the last time
 reported made?" Reported from "nobody" and "one
 long ago" to "a few years ago."

My Districts have reported

Reports were given as to the extent of
 given for these purposes. "Legislators usually" and
 "national society" were also frequently cited. One said,
 "The women were not always legislators." Others reported
 "usually district women," "nobody knew," and "policy."
 Although no reported women were not always legislators,
 most are omitted from reports were with history.

Various other
 were asked if they thought it was common practice
 for officials to have such reports by women and legislators

asked responded negatively.

One reporter indicated requests to edit copy prepared after an interview are more trouble than requests from officials to kill or withhold a story.⁵¹

Do Critical Stories Draw Discrimination?

Critics of Defense information operations during the sixties said that not only did officials muzzle voices in the military but they also curbed Pentagon correspondents from reporting stories unfavorable to DOD or the administration by cutting off news sources or granting special favors only to those newsmen who exhibited themselves as sympathetic to DOD.

In this context, experienced regulars from each type of media (16 in all) were asked if they felt discriminated against by Defense officials if they report a story critical of the military establishment. Less than one-third (5) said yes, half (8) responded negatively, and the others (3) said it depends on the story.

Most reporters, however, did not see the issue in clear-cut form. Many said if a reporter is accurate and honestly critical, chances are it will not affect his sources: "I've had people mad at me, but that doesn't last long. If a story is accurate, doors won't really be closed."⁵²

Newsmen suggested if a critical story proved to be unfair, distorted, or false, the reporter's own credibility

17

On 11/11/1911, the following was received from the
Director of the Bureau of Investigation, Washington, D.C.
The Bureau has been advised that the following information
is being furnished to you for your information and for the
information of the Bureau of Investigation, Washington, D.C.
The Bureau has been advised that the following information
is being furnished to you for your information and for the
information of the Bureau of Investigation, Washington, D.C.

the above (2) and (3) are the same.

12. 1942

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will be tarnished and his contacts will be more cautious toward him in future encounters. Generally, correspondents recognized that officials are human beings who might give them the cold shoulder, but it rarely lasts. As one of the veteran regulars said:

There's a certain amount of discrimination against reporters who write unfavorably toward the military. Officials favor those reporters who they know are sympathetic. That's only human nature. An official wants his story out.⁵³

Very few reporters were of the opinion their sources are or could be entirely cut off. Even when attempts meet with marginal success, it was not considered a major handicap because DOD officials could never plug up all a newsman's sources, according to the regulars.

Referring to those who said DOD can tamper with the flow of news through a newsman's sources, one of the veteran regulars said:

No! No! That's totally impossible; completely ridiculous and shows how ignorant people can be. It's as simple and underhanded as this: you have the Navy, Army, and Air Force. If anyone thinks a reporter can be cut off from all, he's nuts. If I can't get something from one, I'll get it from others. Officials can make it difficult and fail to educate you, but the reporter wins.⁵⁴

Referring specifically to correspondents who do not have a direct affiliation with the Defense beat, yet suggest sources are cut off, the same correspondent said: "How can a reporter . . . Who doesn't cover the Pentagon regularly say sources are cut off, when the regulars don't feel it? They are flying by the seat of their pants."

will be finished and his committee will be more satisfied
 toward the is a very important. Generally, correspondence
 throughout the committee are being being the night give
 them the only answer, we is nearly last. As one of the
 veteran regulars said:

There's a certain amount of dissatisfaction among
 reporters who were voluntarily toward the military
 officials from those reporters who they have not
 sympathized. That's only human nature. An official
 makes his story war.²²

Very few reporters were of the opinion that
 someone was in doubt as to whether or not. Some were
 strongly bent with military success. It was not considered
 a major handicap because the officials could never play up
 all a reporter's success. According to the reporter
 referring to those who said that was wrong with the
 flow of news through a reporter's success. One of the

veteran regulars said:

Not that you're a fairly intelligent reporter
 otherwise and that you ignore people and that. It's
 as simple as understanding we think you have the way.
 They, and the others. It seems that a reporter can
 be out of the all. It's a matter. It's not a matter
 that you are. It's not a matter. It's not a matter
 that is difficult and that is because you, but the
 reporter who is.²³

Referring specifically to correspondence and to not
 have a direct relation with the defense team you
 report however are not all. The same correspondence with
 them can be reported. . . . The same is with the reporter
 reporting and reporter are not all. With the reporter that
 that is. They are trying to the best of their ability.²⁴

Newsman stated it is more likely that an official will take it upon himself to be discriminating toward a reporter who is "hot." Several regulars gave examples of how non-PAO officials are "unavailable" to particular reporters they think did them wrong. One newsman attributed this to the complexity of DOD and said: "I did a story on destroyers for . . . [a foreign country] once and haven't seen that man [official who gave his information] since."⁵⁵

Another offered this view:

When a story has appeared from time to time that the administration is not pleased with, there have been investigations. Then we have great difficulties getting to sources. I've had officials tell me "[first name of reporter] . . . you're too hot now. I just can't talk!" This happens more when stories are sensitive or political than simply critical. Officials are more leary of sensitivity than just criticism.⁵⁶

A few reporters agreed officials do judge correspondents by stories they originate: "They tab you pro or con. The good guys get fed a lot more stuff. Yet I've been rough at times and it's not hurt me."⁵⁷

Another regular viewed the problem from a slightly different perspective:

Yes [there is discrimination]. I think it's good and bad. It can work to a reporter's advantage or disadvantage. For instance, a military official may come to you with a legitimate complaint so the reporter can report it. On the other hand, some feel any criticism makes you a bad guy.⁵⁸

Another comment substantiated this point:

People get a little touchy. Sometimes it works the other way--officials try to mellow you. But PA [public

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4. The following information is for information only and is not to be used for any other purpose.

[illegible]

Don't miss the "Special" at 10:00 PM

REPORTED BY: [REDACTED] DATE: [REDACTED]

ended this in the summer of 1964 and was replaced by a new one.

On the other hand, the

Government's name and any identifying information

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... ..

What a story! We were very lucky to find it.

Investigations: When we have good information

10-11-1964

Five or six hundred men, mostly young, were

[illegible]

10-10-1944

00-1-267 111000 21000 400 1 9802 9801 8/9/92 2000 2000

1944

to your wish a legislative committee on the subject can

Dr. you had a very arduous

SECRET

Example 1: A simple example of a function that takes a list of numbers and returns the sum of the squares of the numbers.

affairs/ people seem to know there will be good and bad stories. If you are honest, there's not much discrimination.⁵⁹

Adequately Briefed on Defense Issues?

Military correspondents were asked if they feel adequately briefed--either by news releases, briefings or conferences, or backgrounders--by OSD and the services to stay abreast of major Defense activities.

As Table XLVII indicates, a great majority of regulars (21) said they are not. Only two regulars responded affirmatively; however, even their answers were combined with "the reporter's own aggressiveness." Also, this same newspaperman said briefings are weak in all areas.⁶⁰ The other stated: "Yes, but some areas lack. Overall they are doing a fair job. We could use more though."⁶¹

Thus, for all practical purposes, none of the regulars were completely satisfied with the amount or type of information initiated by DOD to help keep Pentagon reporters current on military affairs. A few suggested it is a "little better" than under the last administration, but still is not adequate.

Irregulars and military journal correspondents similarly were not convinced officials make a good enough effort to aid reporters in this area.

Overall, about three-quarters of the newsmen (27) flatly stated "no" to the question. Less than one-fifth of the press (8) said they are adequately briefed "only

attained people seem to know there will be good and bad
 stories. It's not honest, there's not much
 discrimination.

Domesticated on the island

Military correspondence was asked if they were

domestically directed--directed by some releases, perhaps on
 confidence, or perhaps by GIP and the services to
 stay around of major defense activities.

As World War II continues, a great majority of reports

have (11) said they are not. Only two reports mentioned

affirmatively; however, even these reports were combined
 with "the report's own admissions." First, this was

newspapers and details, not even in all cases. The

other stated: Then, but some first hand. Overall they are

going a little further. We could use more thought.

Thus, for all practical purposes, none of the

reports were completely satisfied with the amount of type

of information limited by GIP in their own reports.

Reports current on military situation. A few suggested it

is a "little better" than what the last administration

but still is not adequate.

Intelligence and military journal correspondents

similarly were not convinced officials make a good enough

effort to aid themselves in this work.

Overall, about three-quarters of the answers (11)

clearly stated "no" to the question. Less than one-third of

the press (10) said they are completely satisfied with

TABLE XLVII

ADEQUATELY BRIEFED TO STAY ABREAST?

Q. Do you feel you are adequately briefed--either by news releases, news conferences, or backgrounders--by OSD and the services to stay abreast of major Defense activities? (n=38)

Correspondents	Newsmen Adequately Briefed?		
	Yes	Only Sometimes	No
Regulars	2	3	21
Irregulars	---	4	2
Military Journals	1	1	4
Total (n=38)	3	8	27

TABLE VIII

PERCENTAGE OF TOTAL POPULATION

Q. For the year 1950, the percentage of the population of each country in the world is given in the following table. The percentages are based on the population of each country in 1950.

Country		Percentage of Total Population	
		1950	1955
United States		7	11
Soviet Union		1	3
British Empire		1	2
France		1	2
Germany		1	2
Italy		1	2
Japan		1	2
China		1	2
India		1	2
Other countries		1	2
Total (approx.)		100	100

sometimes" and just three of the 38 correspondents were satisfied with briefings received.

A veteran regular described how he views the situation and DOD's attitude toward keeping reporters informed:

They don't anticipate problems and get ready for inevitable questions. Also, reporters find that reports have gone late in the day when a story hits. OSD doesn't begin to tap the sources in the services. People just sit around saying, "If nobody asks, don't say anything."⁶²

The point made about sources in the military services was raised several times throughout the interviews with regulars. One veteran reporter expressed the viewpoint held by most regulars:

DOD discouraged top military men from briefing on major weapons and other issues. Military men are very well-informed . . . and have been at it longer than most civilian officials, and know their field better. But our exposure to them has declined in recent years. This is a hangover from the McNamara-Kennedy era when civilian control filtered down.

Under normal circumstances ten or twelve years ago, if we had a B-1 Air Force bomber program, we'd have a Brigadier General brief the press on background. Also the Navy DD-963 new destroyer program; we were not briefed on that. Thus newsmen don't know much about it. Before, an information officer would see to it that military officials briefed the press. We could discuss problems with three or four-star admirals or generals. This has been discouraged in recent years.⁶³

Yet one of the radio correspondents viewed the military as the prime offender: "The military often tries to clamp the lid on subjects which may be embarrassing or sensitive. The public affairs office OPASD(PA), in my judgment, has done much to fight this."⁶⁴

Another regular put blame on the press as well as the military:

It's lack of imagination on the part of DOD. We need informed background briefings. The only way the military will get out of this bug-a-boo it's in now is to explain its actions and kill the credibility gap. Only after that's done, will people listen. But it will take years to rebuild public confidence in the military On the other hand, the military has given briefings in the past which the press ignored.⁶⁵

A few correspondents suggested that many times the press corps is at fault for not requesting more briefings.

Areas Needed to be Covered More

Newsman who responded negatively to the question on briefings were asked what areas they thought were weak and why. About one-third of the reporters said there are weaknesses in all areas "across the board."

The most often named weakest areas are "weapons systems" (14) and "policy decisions" (12). Somewhat below those, but next in order, is "strategic planning" (8). Major contracts (6), the Middle East (2), and the budget (2) also were cited. One reporter offered another thought: "Briefings are weak for almost any story that's breaking. Like the Cambodian action the feels they were well briefed on that⁷; they just have not been having many briefings like this in DOD."⁶⁶

Another regular agreed:

One of the best and one of the few good Pentagon military briefings we ever had, because they didn't have time to gummy it up--they had to do it in a hurry--

was in May when JCS sent down . . . some experts. They got maps out and went down the line on Cambodian operations. They didn't claim it would win the war; their claims were modest. And of course, nobody listened to them.

On any other day, we would have listened. But it got buried quickly; it was a one day time and nobody ever referred back to this briefing and it was a very good briefing. It gave the military rationale and some of the problems they would expect to encounter. But then we got fascinated with words. Laird said this yesterday and Rogers said that. Everybody was trying to break up the thing. . . . The big thing was to pick apart the political exposition of the military rationale which was quite different.⁶⁷

One of the regulars suggested two other areas reporters feel should be given more exposure:

We don't have enough access to the Joint Chiefs of Staff. Also, Systems Analysis was under fire the past year and won't talk to anyone many correspondents made this comment about Systems Analysis/. There's a tremendous reluctance to talk about things in planning stages. This is bad because the public should know and participate; express opinions.⁶⁸

A television correspondent described a situation which illustrates how Defense officials hurt themselves when the press corps is not adequately briefed:

The ABM Anti-ballistic missile controversy is a good example. We couldn't get anybody in DOD to say anything. We'd always get the same thing, even when critics presented new arguments. DOD had a better case than was presented. Yet they just did not get it across.⁶⁹

Reporters said as the result of inadequate briefings the caliber and accuracy of reporting falters:

It's better than before, but not adequate. They should expose experts to the press, like about the Middle East. Because this is not done, reporters scratch around and don't always get full or complete information.⁷¹

was in New York about 1907 . . . I have forgotten.
They got up and went down the line on Columbia
organization. They didn't think it would win the war,
that's all right with me. But at present, nobody
knows as much.

On my return day, we would have finished. But it was raining again. It was a very dry time and many were waiting here to see the show. It was a very good thing. It gave the military command and some of the problems they would expect to encounter. But then we got stuck with more. I said with him yesterday and today with them. Tomorrow was going to break up the thing. . . . On his trip was to give away the political experience of the military command which was quite different.

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Received 20 May 2015; accepted 10 July 2015

We don't have enough money to pay for the
 back. The money is not in the bank
 yet and we're not sure if we can
 get it. This is a very serious
 situation. We are not sure if we
 can get the money. We are not sure
 if we can get the money. We are not
 sure if we can get the money. We
 are not sure if we can get the money.

A paper on computer-aided diagnosis is also included.

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...the

Two days later, after a long drive from the city, we arrived at our destination. The weather was perfect, and the scenery was beautiful. We had a great time and enjoyed every minute of it.

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the author and reviewer at personal interviews

[illegible]

And finally, a regular who said he was adequately briefed only part of the time attributed some of the difficulty to a conflict of interest between officials and newsmen:

The official output is directed toward showing what is immediate or what is being done well. Reporters must look for problems and difficulties, as well as new developments before DOD is ready to talk. Thus, there is inherent conflict.⁷¹

only in a meeting of leaders between officials and
related only part of the time distributed more or less with
and finally, a regular time with the same frequency

FOOTNOTES TO CHAPTER VI

¹George Vernon Underwood, Jr., "The Washington Military Correspondents" (unpublished Master's thesis, University of Wisconsin, 1960), 144.

²Edward A. Shils, *The Torment of Secrecy* (Glencoe, Ill.: The Free Press, 1956), 43.

³Jerry W. Friedheim, Principal Deputy ASD(PA), as told to a group of Syracuse University journalism students during a public affairs briefing conducted at the Pentagon on March 30, 1970.

⁴Friedheim, "Security vs. Freedom of Information," *Direction Magazine* (Navy Office of Information, Washington, D. C.), February 1970, 3.

⁵Correspondent "O," personal interview, Washington, D. C., June 1970.

⁶Correspondent "C," personal interview, Washington, D. C., June 1970.

⁷Correspondent "B," personal interview, Washington, D. C., June 1970.

⁸Correspondent "H," personal interview, Washington, D. C., June 1970.

⁹Correspondent "Z," from mail-questionnaire, November 1970.

¹⁰Correspondent "G," personal interview, Washington, D. C., June 1970.

¹¹Correspondent "L," personal interview, Washington, D. C., June 1970.

¹²Correspondent "N," personal interview, Washington, D. C., June 1970.

¹³Correspondent "H."

¹⁴Correspondent "O."

¹⁵Correspondent "L."

¹⁶Underwood, "The Washington Military Correspondents," 163.

APPENDIX TO CHAPTER VI

¹George James Davidson, Jr., "The Washington Military Correspondent," unpublished master's thesis, University of Wisconsin, 1900, 164.

²Edward A. Davis, "The Journal of George James Davidson," in *The New York Times*, 1928, 23.

³Harry W. Hilsenrath, "George James Davidson," in *The New York Times*, 1928, 23. Davidson was a member of the Washington Military Correspondent's Association during a brief illness while working at the Washington Post, 1910.

⁴William H. Davidson, "George James Davidson," in *The New York Times*, 1928, 23. Davidson was a member of the Washington Military Correspondent's Association during a brief illness while working at the Washington Post, 1910.

⁵George James Davidson, "George James Davidson," in *The New York Times*, 1928, 23. Davidson was a member of the Washington Military Correspondent's Association during a brief illness while working at the Washington Post, 1910.

⁶George James Davidson, "George James Davidson," in *The New York Times*, 1928, 23. Davidson was a member of the Washington Military Correspondent's Association during a brief illness while working at the Washington Post, 1910.

⁷George James Davidson, "George James Davidson," in *The New York Times*, 1928, 23. Davidson was a member of the Washington Military Correspondent's Association during a brief illness while working at the Washington Post, 1910.

⁸George James Davidson, "George James Davidson," in *The New York Times*, 1928, 23. Davidson was a member of the Washington Military Correspondent's Association during a brief illness while working at the Washington Post, 1910.

⁹George James Davidson, "George James Davidson," in *The New York Times*, 1928, 23. Davidson was a member of the Washington Military Correspondent's Association during a brief illness while working at the Washington Post, 1910.

¹⁰George James Davidson, "George James Davidson," in *The New York Times*, 1928, 23. Davidson was a member of the Washington Military Correspondent's Association during a brief illness while working at the Washington Post, 1910.

¹¹George James Davidson, "George James Davidson," in *The New York Times*, 1928, 23. Davidson was a member of the Washington Military Correspondent's Association during a brief illness while working at the Washington Post, 1910.

¹²George James Davidson, "George James Davidson," in *The New York Times*, 1928, 23. Davidson was a member of the Washington Military Correspondent's Association during a brief illness while working at the Washington Post, 1910.

¹³George James Davidson, "George James Davidson," in *The New York Times*, 1928, 23. Davidson was a member of the Washington Military Correspondent's Association during a brief illness while working at the Washington Post, 1910.

¹⁴George James Davidson, "George James Davidson," in *The New York Times*, 1928, 23. Davidson was a member of the Washington Military Correspondent's Association during a brief illness while working at the Washington Post, 1910.

¹⁵George James Davidson, "George James Davidson," in *The New York Times*, 1928, 23. Davidson was a member of the Washington Military Correspondent's Association during a brief illness while working at the Washington Post, 1910.

¹⁶George James Davidson, "George James Davidson," in *The New York Times*, 1928, 23. Davidson was a member of the Washington Military Correspondent's Association during a brief illness while working at the Washington Post, 1910.

¹⁷Correspondent "O."

¹⁸Correspondent "B."

¹⁹Correspondent "I."

²⁰Correspondent "V." personal interview.
Washington, D. C., June 1970.

²¹Categories are quite lengthy and are listed in the law: 5U.S.C.552(81 Stat.54).

²²Correspondent "C."

²³Correspondent "N."

²⁴Correspondent not named; at his request.

²⁵In 1965 Reston said: "I happen to be responsible for the phrase, 'managing the news,' at a time when there were many charges that government officials were censoring the news or suppressing the news. I said before a congressional committee I wasn't so worried about people suppressing the news as I was about their managing the news." See George R. Berdes, Friendly Adversaries: The Press and Government (Milwaukee, Wis.: Center for the Study of the American Press, 1969), 93.

Also in 1965, Walter Lippmann said: ". . . that is a silly controversy, and it all started from a very foolish remark made by . . . /Sylvester/. All news given out by government is more or less managed. It always has been and always will be, but what you never do admit to the public is what Mr. Sylvester admitted: that he did it. That is the only mistake you're not allowed to make in this business. . . . It's very naive, it's very innocent to pretend that news isn't managed. . . . All the news gets managed by the White House, by the Defense Department, by the managing editor, by the correspondent, by the columnist, by everybody." See Conversations with Walter Lippmann (Boston: Little, Brown and Co., 1965), 146.

²⁶Correspondent "C."

²⁷Correspondent "K." personal interview.
Washington, D. C., June 1970.

²⁸Correspondent "A." personal interview.
Washington, D. C., June 1970.

²⁹Correspondent "Q." personal interview.
Washington, D. C., June 1970.

³⁰Correspondent "P," personal interview,
Washington, D. C., June 1970.

³¹Correspondent "K."

³²Correspondent "I," personal interview,
Washington, D. C., June 1970.

³³Correspondent "O."

³⁴Correspondent "V."

³⁵Correspondent "L."

³⁶Correspondent "C."

³⁷Correspondent "Y," personal interview,
Washington, D. C., June 1970.

³⁸Correspondent "H."

³⁹Correspondent "L."

⁴⁰Correspondent "V."

⁴¹Correspondent "O."

⁴²Correspondent "C."

⁴³Correspondent "M," personal interview,
Washington, D. C., June 1970.

⁴⁴Correspondent "I."

⁴⁵Correspondent "K."

⁴⁶Correspondent "B."

⁴⁷Correspondent "II," from mail-questionnaire,
September 1970.

⁴⁸Correspondent "E," personal interview,
Washington, D. C., June 1970.

⁴⁹Correspondents "I" and "E."

⁵⁰Correspondent "M."

⁵¹Correspondent "C."

⁵²Correspondent "C."

Washington, D. C., June 1970
 Correspondence: 7.5% personal interview

Correspondence: 8.1%

Washington, D. C., June 1970
 Correspondence: 8.1% personal interview

Correspondence: 8.6%

Correspondence: 9.1%

Correspondence: 9.6%

Correspondence: 10.1%

Washington, D. C., June 1970
 Correspondence: 10.6% personal interview

Correspondence: 11.1%

Correspondence: 11.6%

Correspondence: 12.1%

Correspondence: 12.6%

Correspondence: 13.1%

Washington, D. C., June 1970
 Correspondence: 13.6% personal interview

Correspondence: 14.1%

Correspondence: 14.6%

Correspondence: 15.1%

Washington, D. C., June 1970
 Correspondence: 15.6% personal interview

Correspondence: 16.1% and 16.6%

Correspondence: 16.6%

Correspondence: 17.1%

Correspondence: 17.6%

53 Correspondent "B."

54 Correspondent "H."

55 Correspondent "R." personal interview,
Washington, D. C., June 1970.

56 Correspondent "I."

57 Correspondent "V."

58 Correspondent "L."

59 Correspondent "M."

60 Correspondent "O."

61 Correspondent "H."

62 Correspondent "H."

63 Correspondent "R."

64 Correspondent "Z."

65 Correspondent "M."

66 Correspondent "A."

67 Correspondent "M."

68 Correspondent "C."

69 Correspondent "V."

70 Correspondent "I."

71 Correspondent "X." from mail-questionnaire,
December 1970.

[illegible]

CHAPTER VII

DISCUSSION AND CONCLUSIONS

Objectives and How They Were Met

The primary objectives of the study were: (1) to establish how Pentagon correspondents evaluate their news sources; (2) to identify the barriers, as perceived by the military news reporters, in the newsgathering process on the Defense beat; (3) to ascertain how members of the Pentagon press corps assess (a) Defense Department public affairs organizations, (b) DOD news policies and procedures, and (c) Pentagon officials; and (4) determine (a) the backgrounds and journalism experience of military correspondents, (b) how they evaluate the performance and caliber of other Washington newsmen, and (c) how Pentagon reporters go about reporting the military beat.

A secondary purpose was to determine what was written by the general media during the sixties about Defense information policies, operating techniques, and the full-time regulars who cover the Pentagon.

How General Media Viewed Newsgathering At the Pentagon During the Sixties

It was established that during the last decade, general news media in Washington singled out the Pentagon as an example of "how not to inform the public." Critics

declared that Defense officials did everything in their power to keep the public and the press in the dark concerning major military issues.

The media thought DOD was one of the most important sources of government news flowing from Washington, yet felt the military beat was the tightest and toughest in the capital, while repeated charges were made that the Pentagon was the most inadequately covered area of government affairs.

Critics went beyond criticizing Defense officials or weaknesses in DOD public affairs ventures, and accused full-time regulars in the Pentagon press corps of collaborating with military and civilian officials who tampered with the free flow of Defense information. Regulars were said to be puppets, publicists or lap-dogs of Pentagon officials. Stemming from these accusations, the hard corps of correspondents who regularly reported military affairs were considered somewhat below the status that critics normally associated with the White House, State Department, or Capitol Hill newsmen.

However, many Washington-based correspondents acknowledged the difficulty of newsgathering under the most adverse conditions at the Pentagon--primarily, inherent secrecy and the "one-voice" philosophy of Defense Secretary McNamara.

From the time McNamara entered office in 1961 through the latter part of the decade, the media's

declared that business officials had everything in their power to keep the public and the press in the dark concerning any major military launch.

The media lawyer did not see it as his most important source of information from the Pentagon, but he did see the military as the tip-off and source of the Pentagon's capital, while reporting changes were made that the Pentagon was the most intensively covered area of government activity.

Other war news officials, however, were not as well-informed as the public officials were, and several officials reported in the Pentagon news room of military activity with military and civilian officials who reported with the flow of defense information. Several were said to be popular candidates on the part of defense officials. Speaking from their knowledge, the few words of correspondence who regularly reported military activity were considered somewhat below the news and other officials, normally associated with the White House, State Department, or Capitol Hill news.

However, many Washington-based correspondents attributed the difficulty of understanding what the most active candidates on the Pentagon--primarily, however, news and the "war-veteran" philosophy of defense security.

From the time Johnson entered office in 1961

through the latter part of the decade, the media's

confidence in Defense public affairs and officials was continuously shaken by events and practices deemed, by critics, certain to undermine the public's right to know and the media's right and duty to report.

Basic assumptions were made by the general media that came to be accepted for want of further evidence. Most frequently, DOD officials were charged with telling anything but the truth; even to the point of telling outright lies and practicing deception at times. Events such as the Cuban missile crisis in 1962, the TFX aircraft controversy in 1963, the Pierrelatte (France) affair in 1965, the Polomares (Spain) H-bomb incident in 1966, the Soviet ship accident and the attack on the USS Liberty in 1967, the 1968 seizure of USS Pueblo, and the Vietnam conflict which stirred critics' wrath during most of the sixties, all were contributing factors to the generally accepted assertion that "officials don't tell the truth; don't believe anything Defense officials say."

"News management" was addressed by Pentagon critics as if it was a new phenomenon, unique only to the Department of Defense. Charges were aimed at McNamara's efforts to muzzle the military and seek revenge against those uniformed officials who spoke out of turn. The general media felt the tighter centralized control under McNamara ran counter to the free and open exchange between government and public that the American people are entitled to receive.

[illegible]

Critics said the indiscriminate use of backgrounders by McNamara further abetted the stiffling of a legitimate news flow. They declared Pentagon correspondents merely were used by Defense officials to transmit military propaganda. The media charged it was not until after McNamara left office that such accusations were really substantiated. However, criticism of Defense news policies did not stop, but simply were tempered. Critics felt, by 1968, Pentagon inhabitants--both uniformed and civilian--had been so inundated with the McNamara-Sylvester tactics, it would take years to undo the damage done to effective military public affairs.

Thus, the decade of the sixties was one of turbulence between the general media in Washington and Pentagon officials. It was also a period which ended in a basic distrust between the public and the military. Criticism of Pentagon news policies was further perpetuated by those who reacted to unfavorable public opinion toward military men and actions.

While the volume of material authored by critics of the Pentagon information apparatus during the sixties was voluminous, it is suggested that basic qualifiers must be added to what the public and the journalism community outside Washington have read and seen concerning these criticisms.

For the most part, critical material was authored

[illegible]

by media representatives who had little or no direct association with the newsgathering process at the Pentagon. Many critics had never actually covered DOD. Rather than from regular contact or firsthand experience, their views were likely based on hearsay, personal opinions, or--at best--a fleeting encounter with Defense public affairs such as covering a major news conference on a one-shot special assignment.

Also, while numerous journalists were quick to jump on the bandwagon of criticism during the sixties, apparently little effort was made to establish how the regulars at the Pentagon viewed the key topics of controversy.

The net result was that the public and the general journalism community were misinformed on some aspects of the newsgathering process at the Pentagon. While regulars do endorse some of the basic criticisms made during the last decade, this study showed that other assertions were not placed in the proper perspective or were proved in error. These are addressed later in the chapter.

Evaluation of News Sources

There is little agreement between the regulars, irregulars, and military journal correspondents when evaluating the 15 news sources available. Regulars considered more sources as being between "moderate" and "very great" importance than did either of the other two groups of newsmen.

by media representatives who had little or no direct association with the newspaper's process at the Pentagon. Many critics had never actually viewed KDD. Rather than from regular contact or firsthand experience, their views were likely based on hearsay, personal opinions, or--as best--a limited encounter with Defense public affairs staff as covering a major news conference on a low-profile special assignment.

Also, while numerous journalists were poised to jump on the bandwagon of criticism during the initial, early little effort was made to establish how the reporters at the Pentagon viewed the key topics of controversy. The net result was that the public and the general journalistic community were misinformed on some aspects of the newspaper's process at the Pentagon. While regular go-around some of the basic criticisms were during the last decade, this study showed that other criticisms were not placed in the proper perspective or were given in error. There was widespread error in the original.

Revelation of Deep Sources

There is little agreement between the reporters, interviewers, and military journal counterparts when evaluating the use of deep sources at KDD. Reporters considered more sources as being between "moderate" and "very great" importance than did either of the other two groups in

Regulars also utilize more sources when gathering material for a story. This gives them a greater flexibility to double-check and verify facts; playing one source against another until satisfied they have the most comprehensive account.

Regulars consider their own informal contacts at the Pentagon the most important, followed by news conferences and congressional sources. But irregulars found sources on Capitol Hill the most important, followed by informal Pentagon sources, and formal interviews. Military journal reporters rated informal sources in DOD first and congress second, followed by interviews.

The regulars do not feel the more official channels of "responses to inquiries" and "news releases" are very important, while irregulars rated them higher ("responses" were fifth compared to ninth for regulars; releases were tenth compared to thirteenth for regulars). Also, while regulars view the news conference as the second most important source, irregulars said seven other sources were more important; journal newsmen rate conferences in sixth position.

Thus, regulars are more apt to get a truer picture of a given issue by going to their own contacts who are closest to a topic. Since irregulars feel congressional sources are the most important, they are likely to get an interpretation of information given congressmen through

Regulate also adds that sources when gathering material for a story. This gives them a greater flexibility to develop and verify facts, giving one source against another until satisfied they have the most complete picture possible.

Regulate considers that two national agencies, the Pentagon and the State Department, followed by news agencies and congressional sources. The intelligence community on Capitol Hill the most important, followed by national business sources, and local newspapers. Military journals, magazines, and other sources in the past had complete access, followed by interviews.

The regulation to not deal the more official channels of "responses to inquiries" and "news releases" are very important, while intelligence rated them higher ("responses" were fifth compared to sixth for regular releases) and sixth compared to seventh for regulars. Also, while Regulate view the news contained in the second most important source, intelligence adds seven other sources were more important; Journal newsroom and newsmen in sixth position.

Thus, Regulate are more apt to get a better picture of a given issue by using all their own sources and are closer to a topic. These responses and congressional sources are the most important. They are likely to get an independent line of information gives emphasis through

official DOD channels, rather than assessments from experts in the Defense structure who confide in regulars off-the-record.

Most correspondents pointed out they rarely rely just on one source. More frequently they turn to several to obtain the information needed. However, often they must utilize certain sources not considered as important or reliable because other channels are cut off or are simply not available. Only eight of the 40 newsmen participating in this study said they generally use the same top three sources they would prefer to use.

Sources Preferred

Regulars prefer informal Pentagon contacts far and above their next choice "news conferences," while irregulars and military journal newsmen gave about equal preference to formal interviews and informal Pentagon sources, but rated the news conference seventh and sixth, respectively.

The regulars indicated they get more frank and reliable information from their personally cultivated information sources than from formal interviews with officials who are naturally more cautious and reluctant to open up with reporters. Thus, if regulars had their way, they would be able to get a story peg from the Defense Secretary at an on-the-record formal news conference, and then follow up by requesting formal interviews with other key officials to gain further insight (or add other

officials for economic, rather than necessarily from experts in the defense sector who could in addition offer the

best correspondence between the two sides. Most frequently they turn to several sources for information. However, often they must obtain certain sources and materials as important or reliable because other channels are not or are simply not available. Only eight of the 45 sources participating in this study said they generally use the same top three sources they would prefer to use.

Source Selection

Officials prefer informal foreign contacts for and above their own choice "own contacts," while independent and military journal newsmen give their special preference to formal interviews and informal Pentagon sources. For most the own contacts seventh and eighth respectively. The results indicated they get more from and reliable information from their personally cultivated independent sources than from formal interviews with officials who are relatively more available and reluctant to open up with reporters. Thus, it appears that their way they would be able to get a story far from the Pentagon. Secondly, as an alternative to formal news conferences, and then follow up by requesting formal interviews with other key officials to gain further insight for and other

"attributable" sources to the story) to official Defense rationale. Next they would sit down with their own contacts on an off-the-record, not for attribution basis and fill in any holes or discuss the real impact of a certain decision; perhaps adding the additional perspective of what alternatives were discarded and why. On the other hand, regulars might profit more by first checking out certain aspects with their informal sources, and then requesting on-the-record formal interviews with knowledgeable officials to substantiate or refute information newsmen feel is significant to interpreting the story to the public.

Without these informal contacts, reporters must settle for carefully phrased comments given by officials which may omit pertinent details. However, as valuable as the informal Defense source is, a correspondent cannot continuously report military stories based solely on anonymous officials; thus the need and importance of the formal interview or news conference.

Most Often Utilized Sources

Such ideal conditions as described above do not exist, however. While regulars do most often use their informal Pentagon sources, they cited the daily 11:00 a.m. news briefing and formal interview as the second and third most often utilized sources.

The news conference (held far less frequently than

"revelations" were to the enemy to critical details
 realistic. Most they would sit down with about two
 someone on an off-the-record, not for publication basis
 and fill in my notes or discuss the next aspect of a
 certain decision, perhaps adding the additional perspective
 of what alternatives were discussed and why. On the other
 hand, specific major points were by their choosing our
 certain aspects with their historical sources, and even
 regarding our government's internal discussions with knowledge
 able officials to substantiate or refute information
 someone had in mind to be interpreted the story to
 the public.

Without these informal contacts, reports were
 sent for carefully prepared comments given by officials
 which may only partially describe. However, as valuable as
 the informal Defense source is, a counterpoint source
 continuously report military stories based solely on
 anonymous officials, thus the need and importance of the
 formal interview or news conference.

Most often officials depend
 upon their position as described above to the
 effect, however, their reports to most other news items
 informal Defense source, they cited the date, time and
 their position and formal interview is the second best thing
 most often valued source.
 The news conference held for last Wednesday also

the briefing) drops to ninth with respect to actual usage. Less than half the regulars said Defense news conferences were held frequently enough. This would suggest even though reporters observed that Laird has been exposed more to the press than his predecessors, they feel simple exposure is not enough.

Most regulars advanced the viewpoint that the majority of news conferences are only conducted when officials have something specific to bring before the media or are in reaction to a flap. While the Defense Secretary has helped by initiating news conferences to allow reporters to question him on a current topic, correspondents suggest there rarely are wide open "no topic" sessions during which they can ask Laird questions on any Defense issue.

Irregulars did not even include the daily briefing as one of the three most often used sources, but said they utilized responses to inquiries and informal Pentagon sources most frequently. Military journal reporters cited congressional sources, informal Pentagon contacts and releases, followed by the news briefing.

Thus irregulars do not take advantage of the routine exposure to on-the-record information disseminated during the brief. This is not surprising since they generally visit the Pentagon less frequently than once a week.

Yet even within the corps of regulars, newsmen representing the six types of media outlets differ as to the

the building) from an alarm which seemed to signal danger. Less than half the regulars said incidents were dangerous were held occasionally enough. This would suggest even though reports observed that kind had been exposed more to the press than his predecessors, they feel again exposure is not enough.

Most regulars advised the reporter that the majority of new conferences are only conducted when officials have something specific to bring before the media or are in position to do this. While the public interest has helped by insisting new conferences be given reports no question was on a current topic, correspondents were there rarely for wide open "no topic" sessions during which they can ask their questions on any subject issue. Incidents did not even include the daily detailed as one of the three how often used sources. But said they utilized regularly as regulars and informal sessions sources and regularly. Officially formal reports also correspondents sources, informal sessions contacts and releases, followed by the same writing.

Then including do not have coverage of the routine exposure to on-the-spot information disseminated during the press. This is not surprising since that generally that the Pentagon has frequently than ever a week. For even within the corps of regular members representing the six types of media outlets differ in the

three most often utilized sources; no two sets of sources used by outlet types generally are the same.

Most Prolific Sources

Regulars named congress and news releases as the sources which provided the greatest volume of information, followed by the daily briefing and informal Pentagon sources.

Irregulars cited congress first, followed by responses to inquiries, interviews, and informal Pentagon sources. Military journal reporters said releases were first, then military service information organizations, informal Pentagon contacts, and industry sources.

Significance of Source Information

Four of the top five sources named by military correspondents as the sources that generally provide the most significant information were also among the top five sources rated the most important. The exception is "informal sources in other government agencies," which was considered equal to news conferences in fourth position. However, the former ranked low (8 out of 15) on the listing of source importance.

Regulars said their informal Pentagon sources produced the most significant information, followed by congress, interviews, and news conferences. Irregulars cited congress, informal agencies in other government

Since most other allied agencies do not keep all sources used by military types generally in the dark.

How Traffic Sources

Regular news coverage and news releases as the sources which provided the general volume of information followed by the daily briefing and informal sessions.

Particulars cited companies listed, followed by responses to inquiries, interviews, and informal sessions. Military journal reporters and editors were first, then military service information organizations, informal sessions contacts, and industry sources.

Significance of Source Information

Four of the top five sources listed by military correspondents as the sources that directly provide the most significant information were also among the top five sources rated the most important. The exception is National sources in other government agencies, which was eliminated equal to next correspondents in fourth position. However, the factor ranked low (5 out of 25) on the listing of source importance.

Regulars used their informal sessions sources followed the most significant information. Followed by company, interviews, and news releases. Topicals cited company, informal sessions in other government

agencies, responses to inquiries, informal Pentagon sources, and interviews all about equal. Military journal reporters feel informal Pentagon sources are first, then congress and releases.

Thus, sources that produce the greatest quantity of information are not necessarily the most important, nor do they provide the most significant material. Also those sources that are actually most often utilized are not necessarily the ones newsmen prefer to use.

A few examples illustrate this point. Overall, the news conference is the third most preferred source, yet ranks only ninth with respect to utilization, and tenth in quantity of material received, but is fourth in significance of information.

Regulars considered backgrounders as the sixth most important source, sixth most preferred source, yet utilized twelve other sources first, apparently because the formal backgrounder has almost vanished at DOD. It was not named as one of the three most prolific sources, but regulars rated backgrounders seventh with respect to significance.

The 11:00 news briefing was rated tenth in general importance by regulars, seventh as far as preference, but it is the second most often used source. While it is the third most prolific source, it was ranked only seventh with respect to significance of information.

Barriers Perceived by Newsmen

In 1960 the three greatest barriers encountered by military correspondents in reporting Defense affairs were: "unfreedom of information," "lack of time," and "enormity and complexity of military affairs."

The regulars in 1970 said their worse obstacles were "secrecy or overclassification," and "complexity and enormity of DOD," followed by "news management." The first two were cited as one of the three greatest barriers 21 times, while news management was included only 14 times.

Irregulars named "complexity" and news management, followed by "reluctant attitude of DOD officials to cooperate, meet, or talk with newsmen" and "secrecy." Military journal reporters cited "reluctant attitude" and "secrecy," then "deadlines or lack of time to delve deeply into Defense issues."

Officials are more reluctant to cooperate with irregulars and military journal correspondents because (a) they are not exposed to the irregulars as often as to regulars who can gain their confidence, while officials have little way of knowing whether irregulars are trustworthy, and (b) senior Defense officials are very busy and if they must, would rather devote time with a general news reporter than a military journal correspondent.

Thus, regulars have an advantage by building a reputation with officials, which increases access to Defense sources. Regulars, who consider informal Pentagon contacts

as their best sources, ranked "difficulty in cultivating and maintaining productive news sources" as the fourth of eight obstacles considered, while neither of the other groups of newsmen even cited this as a barrier. Especially irregulars have little problem in this area because they simply do not have the time to maintain informal contacts; a hazard of all generalist reporters.

Regulars have less trouble with deadlines or lack of time than either irregulars or journal reporters, because they are relatively free to select the stories they want to report. Since most work right at the Pentagon, they are able to concentrate on several stories at once.

In general, the barriers in 1970 were considered by military newsmen to be more severe than in 1960 and today there is more agreement on the three greatest obstacles than a decade ago.

However, as in the case of news sources, barriers affect the six types of news outlets differently. Only daily newspapermen and newspaper chain reporters agreed on the order of the three worse barriers.

While there is little a correspondent can do about the problem of legitimate military secrecy at the Pentagon, newsmen said overclassification also is difficult to cope with. Reporters believe there is no adequate defense against abuses of classification. They feel newsmen can complain or expose abuses of the classification system if they are aware of such infractions, but many of the

as that best economic method "diffusion" is collected
 and maintained particularly from sources, as the focus of
 eight economic conditions, while nations of the other
 states of movement were cited this as a barrier. Separately
 legislative from little parties in this area because they
 simply do not have the time to conduct business; necessary
 a system of all possible reports.

Legislation may have trouble with families or lack
 of time from other legislative or judicial systems. Because
 they are relatively free to reform the existing system to
 report. Since most work time is in the morning, they are
 able to concentrate on several sections at once.

In general, the members in 1975 were considered by
 military members to be more active than in 1965 and today.
 There is some agreement on the other general conditions
 that a decade ago.

However, as in the case of many members, legislative
 affect the type of work being discussed. Only
 daily newspapers and magazines which report news on
 the order of the other work periods.

While there is little correspondence on the other
 the problem of legislative activity among the members.
 system and overclassification also is difficult to cope
 with. Important legislative cases in the legislative system
 against those of classification. They feel system can
 explain or explain those of the classification system as
 they are more or less important, but not at the

regulars believe the only defense is to stay aggressive and pursue every source of news available. Yet, most of the time it is hard for them to know just what is held back.

The Freedom of Information law was said to be of little assistance to the newsgathering process at DOD. Only a few regulars stated they effectively used the "threat" of the law to get information. Thus, while the court process may be effective in the long run, reporters find little value when reporting hard news.

Besides being an inherent barrier, legitimate classification is annoying to military correspondents who are never sure if they have the entire story; pertinent facts may be withheld to protect military or national security.

Pentagon reporters suggested officials arbitrarily classify Defense information (a) when it serves their purpose, (b) if they are not sure what has been made public, or (c) simply because it is easier to tell reporters, "sorry, that's classified." While the situation is somewhat better under this administration, newsmen feel the tendency still is to misuse secrecy claims to hide errors of judgment or information unfavorable to DOD. The result is that military correspondents must dig harder when gathering material; always staying on the alert for unclassified information held from them, and never sure if they have the most accurate picture.

regime believe the only defense is to stop repression and
 between every nation at some point. The rest of the
 then it is hard for them to know just what is going on.
 The freedom of information law was said to be of
 little relevance to the newspapering process at home.
 Only a few people heard they effectively used the
 "freedom" of the law to get information. When, while the
 court system may be effective in the long run, reporters
 find little value when reporting what they
 believe to be important matters. Regime
 dissemination is thought to affect correspondence who
 are never sure if they have the whole story; persistent
 facts may be withheld to protect military or national
 security.
 Foreign reporters suggested officials who
 directly handle information (a) when it serves their
 purpose. (b) if they are not sure what the law says. (c)
 as to why? because of its effect on all countries. "every
 one's interested." With the situation is somewhat better
 under this administration, western feel the situation will
 be to allow foreign news to help them at home. It
 is not clear whether or not. The result is that military
 correspondence must stay further away from the military
 things which are the most sensitive information
 held from them. And even more it they have the most
 the military.

Regulars recognize the need for secrecy, but suggested many key Defense issues are clouded because of it; yet they would not advocate jeopardizing lives or the country's security by making classified information available to the public.

Thus, secrecy and overclassification tend to be a nuisance and make the newsgathering process more difficult to reporters trying to comprehend a complicated Defense issue based only on "releasable" information.

Although not considered a major barrier, almost three-quarters of the correspondents said they were not adequately briefed to stay abreast of major Defense issues.

Almost all the regulars feel the daily 11:00 a.m. briefing is one of the best contributions the Laird-Henkin team has made to the Pentagon press corps, yet reporters said DOD has not fully exploited this channel of news and this handicaps newsmen.

Most regulars attend the news briefing and applaud the opportunity to meet a responsible Defense official on-the-record, face-to-face, on a routine basis. But now the briefing is thought to be more or less a "verbal handout" that may even slow down the newsgathering process. Many newsmen suggested since there normally is not a continuing Defense story, officials may save material for the next day's session instead of releasing it as soon as available.

This is an excellent news channel and the second

most often utilized source for regulars. However, there are several areas reporters feel are very inadequately briefed. The two major topics thought weakest are "weapons" and "policy decisions."

The lack of such briefings is likely to hurt Defense officials as well as reporters, since newsmen are forced to turn to sources in other agencies to obtain the barest amount of information to satisfy story requirements. Without adequate briefings the caliber and accuracy of military reporting falters and the public is exposed to superficial or incomplete coverage.

Even answers given by Jerry Friedheim (Deputy ASD/PA) in response to reporters' questions generally are not considered satisfactory. Regulars have the impression that Friedheim is told not to openly respond to certain areas, but rather is instructed to put out pre-arranged responses. Perhaps if he were given greater authority to use his own discretion when confronted by provocative questioning, everyone would be better served.

Correspondents could better portray major military issues to the public if Defense officials were to rely more on the integrity of regulars to put things in proper perspective. Now reporters are not exposed to senior military officials, either because they are reluctant to confront newsmen or because Defense is fearful of being criticized for advancing a particular service's propaganda.

most often utilized means for acquiring. However, these are several other important and very important fields. The two major topics through which "weapons" and "policy decisions."

The issue of such matters is likely to have become official as well as important, since weapons are likely to turn to become in other spheres to obtain the same amount of information to satisfy every requirement. With our objective beliefs the caliber and accuracy of military reporting, which was the point is exposed to substantial or incomplete coverage.

Even more than by any other means (policy and/or) in response to requests, questions generally are not considered satisfactory. Requests have the potential that this is not to be easily exposed to certain areas. For further is intended to put out pre-arranged responses. Further it is more given greater authority to and his own direction when contacted by government organizations, everyone would be better served.

Correspondence would have to be major military issues to the public if before officials were to say more on the subject of weapons in the future in general perspective. The response we are exposed to would be very different. After having been so exposed to such a situation, we would be likely to have a certain number of policy decisions. The objective is to provide a certain number of responses.

While certain obstacles that existed during the McNamara era have been eased, even the ablest correspondent finds it difficult to cope with the inherent secrecy problem and the natural tendency to overclassify military information. While another of the greatest barriers has always been the enormity and complexity of Defense affairs, this too has been magnified during the sixties.

Thus the new member of the Pentagon press corps needs longer to get his feet wet than did a correspondent who began covering the Defense beat in 1960. Although the best source of news at the Pentagon is the reporter's own personal contacts within the department, the newcomer soon finds that cultivating such sources is a frustrating and time-consuming venture. This is because the military side of DOD is "hyper-cautious," reluctant, and skeptical of the "messenger" who brings bad tidings.

Assessment of Defense Officials, Information Organizations, Policies and Procedures

Military correspondents agree that the Defense Department is a tight beat; almost all said it is tighter than the congressional beat. They see little difference between State Department and the White House, although the Pentagon is thought to be a tougher beat to cover than all three. However, correspondents did not think the Pentagon is as tight as critics suggested during the sixties. Only about half considered DOD as the tightest beat in Washington.

While certain specialists have advised during the
 summer the Navy has asked, even the latest correspondence
 finds it difficult to cope with the latest strategy
 position and the general tendency to overestimate military
 information. While most of the present business has
 always been the strategy and complexity of defense affairs,
 this too has been neglected during the winter.

Then the new member of the Foreign Press Corps
 needs longer to get his feet under him as a correspondent
 who needs covering the defense base in 1960. Although the
 last source of news at the Pentagon is the reporter's own
 personal contacts within the department, the member soon
 finds that covering such sources is a frustrating and
 time-consuming venture. This is because the military side
 of the "high command," relevant, and essential of the
 "message" the Navy had during.

Department of Defense officials, information
 systems, military and economic

Military correspondence often that the latest
 Department is a light body, almost all said it is light
 and the conventional fact. They are little different
 between these departments and the Navy itself, although the
 Pentagon is thought to be a longer task to cover than all
 three, however, correspondents did not think the Pentagon
 is as light as other agencies during the winter. Only
 about half contacted in the lightest part in Washington.

The press corps credits Defense Secretary Laird with helping in this area, but less than half the regulars feel DOD is more "open" under this administration; irregulars said it is about the same. Yet, reporters generally agreed there has been an improvement. Laird was frequently singled out as having made a sincere effort to open up the Pentagon, but newsmen said his efforts have only met with marginal success because he is faced with officials who have been entrenched with a reluctance to cooperate with the media; a hangover from the McNamara days.

Also, Laird and his Assistant Secretary for Public Affairs Daniel Henkin--along with his deputies--are said to be making a respectable effort to increase Defense credibility and enhance the flow of military information. Laird's long experience as a congressman is considered by newsmen to be one of his greatest assets; as is Henkin's more than two decades as a military news correspondent considered to be one of his major attributes.

Regulars said the credibility of Defense officials is generally fairly good. They do not feel victimized by lies or deception, but said it is more a question of omission than intentional lying. More than half the correspondents believe officials are usually reliable or have excellent credibility. Other newsmen suggest that half the time they do not get all the facts. In general, regulars viewed the credibility problem with respect to reliability

The present course of the American Navy is being
 with building in this way. But there has been no
 feel that it was "good" under this administration.
 It is said that it is more than 100 years ago.
 generally agreed that there has been an improvement. It is
 frequently pointed out as having made a considerable
 step up the ladder. But however much his efforts have
 only not with military success because he is not with
 details who have been entrusted with a mission to
 cooperate with the army. A number of the same day.
 Also, there has been a considerable increase in the
 military and naval forces with the help of the army.
 It is said that the effort of the American Navy is
 being and around the time of military information.
 It is a long experience as a government is supported by
 system to be one of the present system; so it is said
 more than two decades as a military and navy
 considered to be one of the major objectives.
 It is said that the credibility of the American Navy
 is generally fairly good. They do not feel that it is
 in a position. But said it is more a question of time
 and then international law. There have been the
 and the American Navy are usually reliable as they
 service and reliability. Other sources report that the
 that they do not see all the time. In general, reports
 viewed the credibility of the American Navy as reliable.

of officials to give out all the pertinent details.

This further substantiates the need for reporters to maintain their informal Pentagon sources to enable them to fill in the voids left by official pronouncements.

Most correspondents said their access to Defense officials generally is adequate. A greater complaint is it takes too long to see officials. Even though reporters acknowledged that senior officials are busy, this delay handicaps newsmen; especially if operating on tight deadlines. Reporters feel that responses to inquiries also are delayed by too much coordination up the line of authority, and most frequently, once responses are received they are "watered down" or completely useless. They further suggest that unless a reporter asks exactly the right questions, the tendency is not to offer information beyond the boundary of what was asked. Thus, correspondents feel they are more likely to get the type of information needed in a shorter period of time if they can arrange an interview; enabling them to benefit from an instant "give-and-take," rather than having to resubmit formal inquiries in writing.

Laird was also credited with increasing accessibility by instructing Defense officials to grant more interviews. However, once access is gained, reporters feel they do not get any more information than before, nor are they usually satisfied with the material received during interviews. Only one-fifth said they generally leave an

of officials to give me all the pertinent details.

This further substantiated the need for reporters

to maintain their traditional working methods to enable them

to fill in the voids left by official pronouncements.

Most correspondents said their access to interviews

officials generally is obstructed. A general complaint is

that too few of the officials are available through reporters

and that most officials are busy with their daily

work. However, generally it is reported that the

officials feel that reporters to interviews are

delayed by too much bureaucracy in the line of authority.

and once interviewed, once responses are received they are

"watered down" or completely untrue. They further suggest

that unless a reporter asks exactly the right question,

the tendency is not to give information beyond the

boundary of what was asked. Thus, correspondents feel they

are more likely to get the type of information needed in a

shorter period of time if they can arrange an interview

rather than to depend on having "give-and-take"

rather than being so completely forced to depend on what is

said was also consistent with increasing responsibility

of the government officials to give more

information. However, once access is gained, reporters feel

that do not get any more information than before, but are

they usually satisfied with the material received during

interviews. Only one-third said they generally have an

interview with the information they really tried to get.

Regulars said officials are sometimes reluctant to grant interviews because of "ingrained cautiousness"; they also cited "misunderstanding of media role and/or requirements" and "distrust of correspondents," in that order. Irregulars feel the primary causes are: "ingrained cautiousness," "shielding by overly-protective subordinates" and "fear of reprisal." Military journal reporters also cited "fear of reprisal" and "ingrained cautiousness."

Thus regulars appear to recognize that many officials simply are not well educated on the relationship of the media and government. This is coupled with distrust and cautiousness to form another barrier which reporters must try to overcome with patience, perseverance, and reliable reporting.

Irregulars and journal newsmen viewed the causes from a slightly different angle. They suggest that officials are cautious, yes; but also fearful of reprisal from their superiors. These same newsmen do not agree with regulars on the "misunderstanding" cause.

Irregulars, and to some extent journal correspondents, do not have the exposure to officials or they may be turned down more often than the regulars, who suggested if Defense officials had a better understanding of the role of the press, they would not be as cautious or distrustful.

interview with the informant they really tried to get. Reporters said officials are sometimes reluctant to grant interviews because of "impaired objectivity." They also cited "misunderstanding of media role and/or reporter needs" and "disturbance of correspondence." In that order.

Informants feel the primary causes for "impaired objectivity" are "disturbance by over-protective relationships" and "fear of reprisal." Military Journal reporters also cited "fear of reprisal" and "impaired objectivity."

These reporters appear to recognize that many officials simply are not well educated on the relationship of the media and government. This is coupled with distrust and confusion on both another matter which reporters must try to overcome with patience, persistence, and tolerance reporting.

Informants and Journal members viewed the cause from a slightly different angle. They suggest that officials are nervous, yes; but also fearful of reprisal from their superiors. There is no reason to not agree with reporters on the "misunderstanding" cause.

Informants, too, do not understand Journal coverage. He has not seen the reports so officials or they say he learned from what the reporters who had passed it before officials had a better understanding of the role of the press. They would not be as critical as directed.

This feeling in 1970 reflects what newsmen also consider to be a skepticism and distrust which were instilled during the years under McNamara. An outgrowth of this viewpoint is that most regulars said officials are, in fact, afraid of repercussions if they frankly and candidly express opinions that differ from official DOD policy.

Thus, reporters view officials as honorable men who are also human beings. As such, they normally will try to give factual information; but they also may tend to hold back other details that may prove embarrassing. Correspondents recognize this and generally have the sources to ferret out the missing pieces to the puzzle. At a lower level of Defense officialdom, reporters feel officials are more apt to be told what to answer or to respond only to what is asked and nothing more.

Military officials are harder to get to, yet most regulars suggested that military officers have more of the kind of information they desire; but the military man is considered to be more cautious and reluctant to talk on-the-record than his civilian counterparts in OSD.

While Laird has made his people in OSD more available, reporters said these officials tend to give more of the political viewpoint. Correspondents should be exposed to both the military mind as well as the political-military mind when reporting major Defense issues. Instead they find themselves getting the OSD view on-the-record and the

There is a feeling in 1975 that the situation is

considered to be a situation and that the situation is

improved during the year under review. In 1975, it is

the situation is that most people are still in the

state of affairs as they are, and the situation is

the situation is that the situation is still the same.

There is a feeling in 1975 that the situation is

the situation is that the situation is still the same.

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There is a feeling in 1975 that the situation is

the situation is that the situation is still the same.

military assessment off-the-record, usually from their informal sources.

However, it is not likely that this procedure will change. The major drawback to this approach is that much of the information needed to round out a story cannot be attributed to the correspondents' source in the services. Chances are that even if military men were given license to speak more to the pertinent issues, their responses would not be as meaningful on-the-record. The inherent reluctance of the military and the legacy of McNamara's iron grip on Defense news is too deeply woven through the services.

Information Organizations Evaluated

In 1960, information organizations were rated by Pentagon correspondents as one of the three top sources with respect to significance of information. At that time no distinction was made between OASD(PA) and military service information offices. In 1970, reporters did not view Defense public affairs organizations with the same high regard.

OASD(PA) was ranked ninth as a "preferred" source, seventh in actual "utilization," and ninth with regard to "quantity" of information. It was not even named as one of the top three with respect to significance of information. Military information offices were rated the twelfth most "preferred" source, tenth in "utilization," and twelfth as far as significance, but fourth in "quantity."

Military personnel off-the-record, usually from their

official records.

However, it is not likely that this procedure will

change. The major obstacle to this approach is that much

of the information needed to read out a story cannot be

attributed to the correspondents' source in the service.

Concomitantly, that even if military men were given license to

speak more to the general public, their responses would

not be an unqualified off-the-record. The inherent reluctance

of the military and the legacy of Eisenhower's last trip to

Belgium have not helped even through the service.

Information Organization Problems

In 1960, information organizations were faced by

several correspondents as one of the main problems

with respect to availability of information. At that time

no distinction was made between (a) and (b) military

service information matters. In 1970, however, the two

view factors policy officials organizations with the same

high regard.

OSD(ISA) and related staff as a "privileged" source.

However, in 1960, "privileged" and "unprivileged" were used to

"guarantee" of information. It was not even clear as one of

the top three with respect to availability of information.

Military information offices were given the highest most

"privileged" source, based on "unprivileged" and "unprivileged" as

for an organization, not within its "guarantee."

This substantiates correspondents' opinions that the services have been reduced in importance because of the narrowing and tightening of the Defense information news channel during the sixties.

Newsman further suggested that as the service public affairs offices were weakened, their responsibility was taken away and they degenerated into a rather insignificant news source by 1970. Reporters again credited McNamara's firm control with nearly stifling the services' ability to independently communicate with correspondents.

The result is that at the turn of the decade, the combination of the military's natural conservative nature, the unfavorable public reaction to the Vietnam conflict, and the tendency on the part of OSD to keep the services in the background, have all made gathering meaningful information from military officials extremely difficult. This especially is detrimental to many reporters who feel military officers are more knowledgeable in their field than civilian officials.

However, regulars continue to try and get material directly from the services. For instance, when a flap occurs concerning one of the military services, about half the regulars first go to the service concerned to get initial information, while only one-quarter go to OASD(PA). This does not necessarily mean they get the information desired. Often the services are told that OASD(PA) will

handle all news matters relevant to a topic.

Newsman further suggested that the military rarely responds to formal inquiries directly to newsmen unless it is very insignificant. Rather they will take a reporter's question and coordinate with OASD(PA) in providing the answer through the OSD office. This is seen as a further delay.

Regulars think OASD(PA)'s greatest assets are: being a "giver of information" in response to correspondents' requests; "just being there," and acting as a "liaison" between newsmen and the news. More than half feel the centralized news flow hinders their ability to report, while only one-fifth said it helps.

Yet, if the services were given back the authority to release what they want, when they want and to whom they want, regulars offered three viewpoints. The larger number of responses were that it would work to the advantage of newsmen. Another view is that it would be bad and probably turn into a public relations or propaganda war between the services. A third opinion was it would not work under any circumstances because the military is too cautious and out of practice in dealing directly with the media. Several reporters suggested the services have become complacent by having OASD(PA) take over all responsibility for releasing military information; at times, even when it is not necessary.

trouble all over constant collection in a region.
 However further suggested that the military would
 respond to formal requests directly to command unless it
 is very important. Hence they will take a reporter's
 question and respond with (S) in providing the
 answer through the GSI office. This is seen as a further
 delay.
 However when (S) is provided, it is a further delay.
 Being a "river of information" in response to correspond-
 ents' requests "just keep going," and acting as a
 "filter" between command and the press. How this will
 deal the centralized news flow through their military in
 report, while only one which said is being.
 Yet, if the services were given with the authority
 to release what they want, then they want and to what they
 want, regular release from themselves. The latter would
 of themselves want that it would be to the advantage of
 command. Another view is that it would be bad and possibly
 turn into a public relations or propaganda war between the
 services. A third opinion was it would not work under any
 circumstances because the military is too nervous and not
 of service in dealing directly with the media. Several
 experts suggested the military has become over-
 having (S) take over all responsibility for releasing
 military information at times, even when it is not
 necessary.

However, more than two-thirds of the regulars are not satisfied with Defense news policies and procedures. The print media representatives feel military information and Defense officials are not forthcoming enough. Also, reporters said they are not exposed to military (uniformed) experts; thus they can not benefit from years of experience in special spheres of expertise. Instead they get on-the-record comments by senior civilian officials who get a great deal of their basic information from the services but modify it to suit the "official" position. Therefore, depth military rationale is often substituted for words tailored toward the benefit of congressional committees.

Radio and television correspondents said, in general, OASD(PA) is print-oriented and procedures set up to meet their special needs are unsatisfactory. They suggest there is a basic lack of understanding of electronic media requirements. Apparently enough emphasis has not been placed on the impact and importance of both television and radio. These reporters have gotten the impression that OASD(PA) officials view them as second-class citizens in the Pentagon press corps. A specific complaint is that the audio-visual division that functions as the OASD(PA) liaison with electronic media generally acts as another clog in the bureaucratic structure or is a shield for Defense rather than working toward facilitating newsgathering for electronic media.

However, more than two-thirds of the regular are not satisfied with Defense news policies and procedures. The print media representatives feel military information and defense officials are not forthcoming enough. Also, reporters said they are not exposed to military (defense) subjects; that they are not benefit from years of experience in special spheres of expertise. Instead they are further second-hand comments by senior civilian officials who get a great deal of their basic information from the services and mostly it is the "official" position. Therefore, given military variables is often substituted the words called toward the benefit of congressional committees. Radio and television correspondence said, in general, OASD/ISA is print-oriented and procedures are so that their special needs are unmet. They suggest there is a basic lack of understanding of electronic media requirements. Apparently enough experience has not been gained in the layout and requirements of both television and radio. These reports have given the impression that OASD/ISA retains view that as second-class citizen in the Pentagon press corps. A specific complaint is that the media-oriented officials from functions as the OASD/ISA liaison with electronic media generally work as mediators of the newsroom's interests as is a liaison for Defense Center. The working toward mutually cooperative for electronic media.

Half the regulars take issue with the routine performance of the Directorate for Defense Information (DDI). The chief concern is that DDI slows down the news-gathering process. Reporters cited the channeling of responses to inquiries into oblivion as the prime example.

The result is if they are not in a hurry and if the information sought is strictly routine, regulars will voluntarily utilize DDI. But there are times when newsmen feel the only way to get an official position is the formal written query, which invariably becomes the victim of the "power of negative authority." That is, a great many Defense officials have the power to delete things from a proposed response, but few have the authority to approve the final version. As is the case with interview requests, if a rather important question is asked through this channel and it is delayed more than a day or two, the information loses its value or becomes old news.

In general, public affairs officers in the Pentagon are seen as not doing all they can to assist military correspondents. The majority of the press corps suggested that PAOs do not exert themselves; instead, most simply do what satisfies minimum requirements. Many officials will not deal directly with newsmen; thus reporters believe that PAOs should try to delve into a topic and provide correspondents with rich meaningful information. This, they said, is now not done.

[illegible]

The more experienced military reporters suggest that the emphasis during the sixties has been for PAOs not to rock the boat, not to offer information unless asked for specifically, and not to use individual initiative. Reporters feel that during the last decade military service information officers were discouraged from functioning as a "substitute newsmen" when gathering information. Rather than critically questioning bland responses before giving them to reporters, PAOs in 1970 were more likely to "pass along" whatever answer was suggested by the cognizant military official. Thus, reporters said the majority of responses were sterile, superficial, misleading, or simply "whitewash."

The Legacy of McNamara-Sylvester Philosophy

The McNamara approach was to push the centralization of Defense news at the seat of government to the furthest possible degree. This took hold early in the 1960s, gained momentum during the middle of the decade, and finally snowballed over the last remnants of the "golden era" of the late forties and 1950s.

It appears that even the noblest efforts by the ablest officials cannot overcome the atmosphere of the sixties which fostered constraint, reluctance, distrust, and doubt through all the echelons of the Pentagon.

After McNamara and Sylvester took their leave, attempts were made to erase many restrictions which were

[illegible]

The history of the Communist Party of the United States of America (CPUSA) is a complex and controversial one. The party was founded in 1919 and has since been involved in various political activities, both domestically and internationally. The CPUSA has been accused of espionage, sabotage, and other illegal activities, and has been the subject of numerous investigations and hearings. The party's activities have been a major focus of the Cold War era, and its legacy remains a subject of debate and controversy.

placed both on officials and the press corps. However, apparently it was too late to recoup the freer system exhibited before McNamara entered the newsgathering scene.

While tight control existed by 1960, its full impact was not fully realized until after the public affairs apparatus was refined and tightened. As in any bureaucracy, it is not a simple task to undo policies and procedures once they are woven into the bureaucratic fiber.

The impact in 1970 is felt by reporters in many areas of the Pentagon. Sources are tighter. Barriers are greater. As military officials became reluctant to risk their careers just to get their views known, informal contact between military officers and newsmen became more frequent and more important.

The interview monitoring system was instilled and officially abolished, but it still exists unofficially. Uniformed officials are still said to be hamstrung by McNamara's "one-voice" philosophy exhibited throughout the last decade. His attempts to muzzle the military had their affect. Newsmen must cope with still another predicament; overreaction by military officers who muzzle themselves out of the news channels or contacts with the media that they are permitted under the present public affairs structure at DOD.

And military service information organizations have lost just about all their usefulness to Pentagon reporters;

placed both on offshore and the home radar systems. Apparently it was the fact that the radar system was not working properly which caused the misinterpretation.

While radar was not used by the US Navy, it was not fully realized until after the Cuban Missile Crisis that radar was not only a valuable tool in its own right, but it was also a means to make policies and procedures more effective and more efficient.

The report in 1975 is also in respect to many other areas of the Department. Because the report, however, was not a military officer's report, it was not a military officer's report. It was a report to the Joint Chiefs of Staff, and it was not a report to the Joint Chiefs of Staff. It was a report to the Joint Chiefs of Staff, and it was not a report to the Joint Chiefs of Staff.

The technical monitoring system was installed and officially approved, but it still needs maintenance. The report also said that it was not a military officer's report. It was a report to the Joint Chiefs of Staff, and it was not a report to the Joint Chiefs of Staff. It was a report to the Joint Chiefs of Staff, and it was not a report to the Joint Chiefs of Staff.

Not only were the technical monitoring systems not working, but the technical monitoring systems were not working. The report also said that it was not a military officer's report. It was a report to the Joint Chiefs of Staff, and it was not a report to the Joint Chiefs of Staff.

although their potential is still appreciated by correspondents. Veteran regulars feel they have seen the last of the old stereotype Army general or Navy admiral who would get up and say what he thinks, even if it differs with the position publicly taken by the Defense Secretary.

The Monitored Interview

While the interview, as a source, rates highly with all newsmen, it is also the subject of great irritation to military correspondents. Although officially rescinded in 1967, the interview monitoring directive has left its mark. Correspondents still bear the brunt of its intent; the monitor is still a part of the formal interview at the Pentagon.

The majority of correspondents said more than three-quarters of the interviews they conduct usually have monitors present. The general opinion is that the monitor is detrimental to the verbal exchange between official and newsmen, but one-quarter of the reporters suggested it makes little difference if the monitor does not overstep his boundary and interfere or cause distraction by making notes.

Most often, newsmen feel the "third party" is demeaning to the official and the reporter and immediately puts the official on the defensive since the monitor's presence gives the impression that the correspondent's own credibility is in doubt. Reporters believe officials are

although their position is still supported by some-
 appeared. Several reports have been sent the last
 of the old newspaper they passed on very much the
 would get up and say what he thinks, even if it is wrong
 with the position publicly taken by the House majority.

The Journalist's Position

While the journalist, as a person, is not highly
 all movement, it is also the subject of great criticism in
 military correspondence. Although officially recognized as
 1907, the journalist's position is still in a state
 Government will have the power of the State; the
 monitor is still a part of the formal structure at the
 present.

The majority of correspondents are not in the
 position of the journalist they would really have
 monitor's position. The general opinion is that the monitor
 is detrimental to the public interest between official and
 movement, but considered of the reporters suggested is
 does little difference if the monitor does not interfere
 his position and influence in some cases is not by making
 notes.

Now often, however, the "blind party" is
 dominating in the official and the reporter and journalist
 puts the official on the defensive since the reporter's
 position gives the impression that the correspondent's
 responsibility is in doubt. Reporters believe officials are

constrained, inhibited, and reluctant to talk when a monitor is present.

It would seem if Defense officials feel the need to continue the monitoring system, it would be advantageous to all parties concerned if prospective monitors were given clearer objectives.

Backgrounders Eliminated

Reporters consider the backgrounder to be extremely valuable if legitimately used to explain, clarify, or prevent distortion. Large group background sessions are said to be inadequate, but individual backgrounders or those held for only a few newsmen are invaluable; again, if used other than as a tool of OSD officials.

Most military correspondents feel McNamara abused this channel of news dissemination. He often drew heavy criticism for the indiscriminate use of his Thursday afternoon background sessions for Pentagon reporters. Both Secretary Laird and ASD(PA) Henkin suggest that less backgrounding with more Defense information kept on-the-record will enhance Defense credibility.

While many regulars disliked the McNamara approach (large formal group sessions), they said it was better than no backgrounding at all. These newsmen do not agree with Laird's decision to eliminate Defense backgrounders. Several reporters believe he has overreacted and went to extremes because of the bad experience McNamara had during

mentally, socially, and culturally to this point.

Monitor is present.

It would seem if the same attitude had been to

continue the monitoring system, it would be necessary to

all parties concerned in the monitoring system were given

greater objectives.

Background information

Reports consider the importance of the economy

which is increasingly used to explain, explain, or

prevent discussion. Every group has been asked to

ask to be independent, but individual responsibility is

those held for only a few months and individual system. It

was also seen as a tool of the individual.

How likely correspondence had between them

this change in the relationship. He often drew heavy

explanation for the relationship was of his theory after

from the same situation and the same situation. How

theory said the theory was in the same way that the same

theory with the same situation and the same situation

will change the situation.

While many people claimed the situation was

large, many people claimed, they said it was better than

in the situation of all. These people do not know what

the situation is like in the situation.

Several people believe in the situation and want to

change the situation of the situation and the situation

the sixties.

Most experienced reporters do not feel victimized by backgrounders of any kind, because they can weed out self-seeking material and use what information they want, when they want. Whereas, formal on-the-record news conferences generally dictate what will be reported and when.

Not all newsmen agree that Laird's approach hinders the newsgathering process. Specifically, the press corps is divided on this issue. About the same number of reporters said his policy of less formal backgrounding is better, as those who said it was worse. Less than one-fifth stated it had no effect.

But the general viewpoint is that even in the most open atmosphere, not all pertinent information can, or should, be on-the-record. Thus they miss out on much of the material they consider would be beneficial both to newsmen and officials. As a result, reporting suffers, and therefore the public suffers, for not getting all the pertinent details.

With respect to the affect on DOD credibility, just more than half the correspondents agree that credibility increases with more information put on-the-record. About one-third said this is not the case; the others stated it makes no difference.

Therefore, this suggests regulars generally welcome the Laird approach to keep more information on-the-record,

the article.

Most experienced reporters do not feel vindicated by backpedaling at any time. Indeed, they can read out half-weekly material and use what information they want. When they want. However, detail on the ground was considered generally distant and will be reported and when.

For all persons agree that detail's opinion differs. The newspaper's position. Specifically, the news is divided on this issue. About the same number of reporters said his policy of (last year) backpedaling is better, as those who said it was worse. Less than one-third agreed it had no effect.

But the general consensus is that there is the most open response. Not all permanent information can be shared, as evidenced. Thus they also can be used as the material they consider would be beneficial to the news and officials. As a result, reporting is better. Therefore the public interest, for not getting at the

particular details.

With respect to the effect on the credibility, less than half the correspondents agree that credibility is better with less information and backpedaling. About one-third said this is not the case; the others said it makes no difference.

Therefore, this suggests a complex, generally mixed, the fact remains as each news organization must decide.

while they disagree with total abandonment of back-grounders. In their efforts to increase the credibility of DOD, Defense policy-makers may have added a "plus" to news-gathering, but in the process took away a valuable channel for legitimate briefings.

Regulars recognize and appreciate the intent of Laird's position. They acknowledge this has increased their ability to report Defense news, but suggest the news-gathering process could be further enhanced if backgrounders were used discriminately under certain situations when officials cannot or will not go on-record. If senior officials were to relax their ban on this source, but maintain the basic doctrine of putting and keeping most information in the open, correspondents could better interpret military affairs.

The Affect of Muzzling

Critics of Pentagon information procedures charged that "muzzling" the military voice during the sixties all but eliminated debate on key issues before major decisions were made.

Two-thirds of the 1970 corps of regulars agree that muzzling has to some extent left a climate that is not conducive for such debate. Regulars who do not feel McNamara's attempts to muzzle the military were effective suggested senior military officials do express their views

While they disagree with total abandonment of such-
 guidelines. In their efforts to increase the availability of
 the defense policy-makers may have added a "give" to their
 position, but in the process took away a valuable element
 for informed thinking.

Various proposals and suggestions for future of
 defense's position. They recommended that the Department should
 ability to report defense needs, but accept the cost-
 reducing pressure which is being exerted by the government
 with regard to military spending. They also suggested that
 officials should be kept on guard against the possibility
 of being misled by the public and the media. It is
 suggested that the Department should be kept informed of
 information in the open, and that the Department should
 have military officials.

The Effect of the

Effect of the defense information program is being
 that "military" and military news being the same. All
 the military news on the news is being the same. The
 news is being the same. The news is being the same.

The result of the 1970 survey of opinion was that
 military has no more interest in a civilian than it has
 in a military. The result of the 1970 survey was that
 military's attempts to make the military more attractive
 supported under military officials to express their views

before congressional committees on Capitol Hill. Others said this channel is completely inadequate. Most regulars agree military leaders began to speak out more before congress after McNamara's departure, but added military officers are still reluctant to disagree with the Defense Secretary. Although reporters admit much information does come from such testimony, they maintain the most meaningful views do not reach the media until months after the closed hearings, when sanitized transcripts are released, normally after decisions were made and key issues are buried.

The majority of regulars feel there should be active debate before major decisions are made and say the public is entitled to know how the military views key issues. But once a decision is made, reporters suggest generally the military should abide by it. Now military officials try to get their views across, but--to newsmen--success is only marginal. However, correspondents do not see the value of such debate on all minor Defense issues.

Overall, the press corps suggested there is constant constraint on all military services not to get involved in public debate. Regulars believe military men have overreacted. For the most part, newsmen credit this to OSD's efforts during the sixties to intimidate military officials who were willing to openly express their own opinions.

Thus, muzzling has had its affect on the ability of

before congressional committee on Capitol Hill. Others
 said this seemed to completely ignore the fact that
 agree military leaders began to speak out about Helms
 program after Helms's departure, but added military
 officials now will resist to change with the Defense
 Secretary. Although reports about Helms' involvement
 come from both sides, they believe the case remains
 open to the point the case will remain after the closed
 hearing, when military leadership was released, possibly
 after decisions were made and the issues are settled.
 The majority of reports that Helms should be
 active defense before major decisions was made and why the
 public is entitled to know how the military views the
 issue. But once a decision is made, military reports
 generally the military should decide by itself, how military
 officials try to get their views across, but in general
 success is only partial. However, congressional do not
 see the value of such debate on all major defense issues,
 overall, the press wants suggested state is
 constant concern on all military matters and to get
 involved in public debate. Reports military officials
 have overestimated. For the most part, military officials
 in DOD's efforts during the sixties to increase military
 officials who were willing to openly express their own
 opinions.
 Thus, military has its effect on the military as

correspondents to cover the Pentagon; although the effect was not as critical as was suggested by the general media. While the greater number of regulars believe they do not get the full flavor of all sides of an issue, they still overcome part of this obstacle by turning toward their informal contacts in DOD. Even though the military was victimized by muzzling which keeps them from on-the-record exposure, many are willing to participate behind the relative safety of non-attributable sessions with particular regulars they consider trustworthy. But, as previously noted, several experienced military correspondents indicated the tendency in 1970 of some of their best informal sources is to give less information, even though they respect the integrity of the reporter involved.

The Military Correspondents

During the last 10 years, the Pentagon press corps has increased in size from 31 news outlets representing 10 types of media with 44 correspondents in 1960 to 51 outlets and 57 newsmen in 1970.

In June 1970, the corps of military news reporters included 29 regulars, 15 irregulars, nine military journal correspondents, three foreign media representatives, and one assigned to cover for a government outlet (USIA).

The hard corps of specialist reporters (regulars) at the Pentagon form an experienced group of well-educated

correspondence to cover the past year, although the letter was not as detailed as was suggested by the general public. While the greater number of readers believe that the war on the foil lines of all sides of the issue, they will overcome part of this obstacle by turning toward their informal contacts in 1970. When faced with the ally was violated by mailing which keeps them from understanding opponents, they are willing to participate behind the relative safety of non-stimulating meetings with political regulars that conduct themselves, etc. as previously noted, several experienced military correspondents indicated the tendency in 1970 of some of their more informal sources is to give less information, even though they respect the integrity of the reporter involved.

For Military Correspondents

During the last 10 years, the Vietnam press corps has increased in size from 11 new arrivals representing 10 types of media with 44 correspondents in 1960 to 21 writers and 27 readers in 1970.

In June 1970, the corps of military news reporters included 23 reporters, 10 correspondents, nine military journal correspondents, three foreign media correspondents, and one assigned to cover for a government outlet (BBC).

The hard corps of specialist reporters (specialists) at the Vietnam Press is experienced group of well-educated

professionals who devote their time to covering the most difficult beat in Washington.

Regulars must be experts in many fields related to Defense affairs. They must be familiar with complicated weapons systems and associated hardware, from nuclear submarine capabilities and the potential effectiveness of a new Air Force bomber, to an Army tank design or the latest Marine Corps concept in amphibious assault. Regulars must have a working knowledge of intricate budgeting procedures in order to report on a department which maintains assets in excess of 200 billion dollars and operates a budget exceeding 70 billion dollars.

In addition, they cannot do their job effectively unless they become familiar with the military's legal system, strategic planning, overseas commitments, the close relationship between DOD and State Department, and manpower or hardware deficits. Thus, the regulars spend much of their time keeping abreast of all the associated subtleties inherent to the beat. To become conversant with only a few of these topics takes months of independent study and questioning; to gain depth or become expert in specific fields takes not only months, but years, of "layering on" information from numerous sources for use when any occasion arises.

With time and personal effort, regulars gain in proficiency and talk the language of Defense officials. In

Professionalism and Ethics: The role of the professional is to provide a service to the community, and to do so in a manner that is ethical and professional. This involves a commitment to the highest standards of conduct, and to the use of sound judgment in the face of complex and often conflicting interests.

in a number of 100 million dollars and operates a budget
in order to report on a department which maintains itself
have a working knowledge of interest budgeting procedures
having large number in significant amount. Budgets were
new the three business as an early form of the first
medium established and the potential effectiveness of a
weapon system and associated hardware, from various con-
siderations. They must be familiar with computer
systems must be expected to many different related to

In addition, they cannot be held collectively

of these various kinds of independent study and

questioning, an idea which is based upon the
fact that the only way to get the
information from someone who is not
willing to talk is to get him
to talk.

With time and personal effort, subjects have in

some cases they know more about total ramifications of certain decisions on national security than many of the officials in the middle and upper echelons who, by nature of their jobs, are specialists in their own areas of Defense. Regulars are, in effect, "generalists within" the specialized reporting field of military affairs.

This works to the advantage of the American public, which is exposed to meaningful interpretation of complicated Defense issues. It is also advantageous to DOD officials who are themselves specialists trying to get complex information to the public. With their background knowledge, regulars are able to grasp the intricacies of military issues, hardware, and policies; then relate them in terms understandable to their news outlet's audiences.

When a story breaks, they are there to put it into proper perspective. Generalists or non-regulars may simply be able to ask broad basic questions and report superficially instead of making the pieces of the Pentagon maze come together. Non-regulars "report on" the Pentagon, usually when a news peg necessitates it.

Regulars continuously "cover" all aspects of military affairs and weave stories into the basic pattern of Defense and national security. Non-regulars may go to the Pentagon to gather material for one particular story without fully comprehending its relation to the broader picture.

some cases they have been found to be
 certain countries on national security than many of the
 officials in the middle and upper echelons who, by reason
 of their jobs and specialization in their own areas of
 interest, require the "generalist" approach which the
 specialized reporting field of military affairs.
 This work to the advantage of the American public
 which is exposed to meaningful information as compared
 to the usual. It is also advantageous to the officials
 who are charged with specialists trying to get complete
 information on the public. With their specialized knowledge,
 regulars are able to keep the intricacies of military
 issues, problems, and policies that exist in the
 understanding of their own unit's problems.
 When a study is made, they are found to be also
 proper perspective. Specialists of newspapers are likely
 to be able to ask broad basic questions and report upon
 military issues of making the public of the nation more
 come together. Specialists "report on" the nation,
 usually when a new war commences it.
 Regulars usually "cover" all aspects of
 military affairs and serve as a link into the basic business
 of nations and national security. Specialists may go to
 the front to gather material for one particular story
 which only reporting is called for the regular
 general.

Also, since non-regulars generally do not rely on personally cultivated informal Defense sources, they may be forced to settle for official verbal handouts or news releases, which is bound to result in more superficial reporting with less understanding of long-range implications. This, however, is not necessarily a flaw in individual correspondents; rather a consequence of spreading generalist reporters too thin in Washington.

Regulars are better equipped to probe. For instance, while they are probing into the many facets of a multi-billion dollar contract award, non-regulars may be asking what the new hardware system is all about or how it is expected to perform. Something has to be sacrificed in the translation from DOD to the public through the generalist.

Regulars' Backgrounds

The average age of regulars in June 1970 was 42. They are better educated than the Pentagon correspondents of a decade ago; 89.2 per cent are college graduates, compared to 75 per cent in 1960. Six hold master's degrees and one had some postgraduate study. Of the 31 degrees received by regulars, only 12 were in the field of journalism; others ranged from history and political science to international relations and economics.

Regulars have been in the field of journalism an average of 18 years and have been Washington correspondents

1. The first step in the process of identifying a potential threat is to determine the nature of the threat. This can be done by reviewing the threat's history, its current status, and its potential impact on the organization. Once the nature of the threat has been identified, the next step is to assess the threat's severity. This can be done by evaluating the threat's potential to cause harm to the organization, its likelihood of occurring, and the organization's ability to respond to the threat. Finally, the third step in the process is to develop a response plan. This plan should outline the organization's strategy for dealing with the threat, including the roles and responsibilities of the various departments involved. By following these steps, organizations can effectively identify and respond to potential threats, thereby minimizing the risk of harm to the organization.

the transmission from the radio through the
is expected to provide. According to the
radio which the new network system is all about or how it
maintains the same network system, the network may be
transmitted. While the problem from the many known at a
distance and better equipped to provide the

[illegible]

average of 12 years and have been published consistently

an average of seven years. Eleven have been reporting in Washington 10 or more years (five for 20 or more years). About one-third have been covering the Pentagon since 1961. And regulars have been with their current news outlet on an average of seven years; several have changed outlets but continued to cover the military beat.

Thus the public is represented by seasoned Washington journalists with diversified educational expertise. Regulars have the tools of knowledge and reporting skills required to cope with the complexities and barriers confronting them while gathering Defense news.

Covering the Beat

Almost all regulars are at the Pentagon daily. Twenty-two regulars report exclusively on military affairs, compared to only 16 in 1960. The other six correspondents cover other beats, but little time is spent away from DOD. A more accurate gauge of the degree of specialization centered around the Pentagon is that only two regulars devote less than 75 per cent of their working time to Defense reporting. Including military journal correspondents, this means 32 newsmen generally specialize in military affairs.

Regulars frequent other Washington beats in order to gather material for a story. They consider Congress a most useful source, followed by State Department and White House.

an average of seven years. Since then, according to
 statistics in an issue of the (Give for 10 or more years).
 Above everything else, the newspaper since 1941
 has reported news with their own eyes and ears as an
 average of seven years; several have changed over the
 continued to cover the military news.

Then the paper is represented by a number
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 experience. Reporters have the tools of knowledge and report-
 ing skills required to work with the complexities and
 delicate conditions that arise in the military news.

Working the Beat

Almost all reporters are on the Washington Daily.
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 A more accurate gauge of the degree of specialization
 indicated around the Pentagon is that only two reporters
 devote less than 75 per cent of their working time to
 Defense reporting. Including military journal correspond-
 ents, this makes 11 persons, roughly equivalent to military
 affairs.

Reporters develop other Washington beats in order
 to obtain material for a story. They sometimes cover a
 most varied newsroom. Followed by State Department and other

Government.

One of the advantages of the regular is that he is well equipped to handle depth interpretation. About half said 50 per cent of their military stories generated during the past year were the direct result of interpretative reporting; five said more than 75 per cent, and only eight indicated less than 25 per cent.

Regulars appear to operate under few restrictions from their superiors. Most agree that other correspondents are given license to be objective in the selection of stories and free to elect how a story will be played. None said editorial policy of their news outlet actually dictated how and what they report.

Thus the increase in numbers of outlets and correspondents (specifically regulars) during the last decade indicates that the Pentagon has not been completely ignored by the media as some critics suggested.

Regulars have time to delve into Defense issues and interpret confusing military matters without fear of getting bogged down by petty assignments from their bureaus. Thus, regulars can afford to exercise their expert judgment when assessing items of major importance to be reported.

Assessing Their Peers

Regulars feel the specialist reporter is even more essential at the Pentagon than other Washington beats. They suggest generalists often miss the meaning of key issues and are in over their heads on most complicated

One of the advantages of the register is that it is well equipped to handle every investigation. Most of the time it is not even of their military status. The first part of the year was the first result of investigation. The first part of the year was the first result of investigation. The first part of the year was the first result of investigation.

Legitimate power to operate under the provisions of their own laws. That is, they are not other organizations. The first part of the year was the first result of investigation. The first part of the year was the first result of investigation. The first part of the year was the first result of investigation.

There is no doubt in the mind of the writer that the first part of the year was the first result of investigation. The first part of the year was the first result of investigation. The first part of the year was the first result of investigation. The first part of the year was the first result of investigation.

Legitimate power to operate under the provisions of their own laws. That is, they are not other organizations. The first part of the year was the first result of investigation. The first part of the year was the first result of investigation. The first part of the year was the first result of investigation.

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decisions or actions.

Most regulars recognize a danger inherent to the specialist is knowing too much and expecting the public to comprehend as well. However, regulars consciously guard against this kind of "over-kill" reporting.

More than two-thirds believe the caliber of other regulars compares favorably or is about the same as the rest of the Washington press corps. None of the irregulars suggested the caliber is worse; one even said better.

Two-thirds of the regulars are generally satisfied with the routine performance of other Pentagon newsmen. Several of those dissatisfied feel too much pressure is exerted on reporters to see what they can expose.

Even though they are not always pleased with their peers' performance, regulars are quick to take issue with the charge of being a "kept press." They suggest there is no more "lap-dogging" at DOD than on any other beat in Washington. Although about half the regulars said other reporters can and should be more aggressive in their reporting.

This study shows that regulars are far from being "lap-dogs" or pawns of Defense officials. These newsmen are quick to criticize Pentagon information policies and procedures or unjust practices relevant to the newsgathering process. Yet, they praise those who make sincere efforts to increase the flow of news.

decisions or actions.

Most regular reporters are larger in stature than the specialist is known for and regarding the point of comparison as well. However, regular reporters are generally found against the kind of "overkill" reporting.

Some two-thirds believe the nation is other

regular reporters however as is about the same as the

rest of the Washington press corps. Some of the irregulars suggested the other is worse, one even said better.

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with the routine operations of their business.

Several of those dissatisfied feel too much pressure is

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Even though they are not always pleased with their

work, reporters, regulars are said to take issue with

the change of being a "left press." They suggest there is

no more "top-down" as was done in my other part in

Washington. Although about half the regulars said they

reporters are and should be more aggressive in their

reporting.

This study shows that regulars are far less likely

"top-down" or even of better officials. These numbers

are based on regulars' responses indicating policies and

procedures of regulars' policies related to the Washington

press. Yet, they believe there are more serious threats

to freedom of the press.

It is not clear how much of this is due to the

The term "kept press" suggests the corps of regulars is a unified group which functions together. This study indicates this is not true. They are individuals representing diverse interests based on their news outlets' audiences. Thus, their evaluation of sources and barriers in the newsgathering process differ with their requirements. Only about one-third agree Pentagon correspondents should organize formally to advance their interests. The majority of regulars do not feel the diversified interests of military correspondents are compatible enough to make an organization such as the State Department Correspondents' Association effective.

Regulars are also very competitive. But they do agree that newsgathering at the Pentagon has become increasingly difficult during the last decade. A "kept press" would not likely express the degree of dissatisfaction illustrated throughout this study in so many areas related to Defense news policies. With backgrounders cut back and intentional leaks a rarity, there is little basis for asserting regulars are puppets of the military establishment, especially since they consider their best sources as being their own informal contacts, vice the senior OSD officials who are in the best position to "keep" the press.

OSD officials admit that stories very critical of Defense are generated by the regulars, not just by the

The term "loyal press" suggests the scope of
 inquiry is a limited group which functions together. This
 study indicates this is not true. They are individuals
 representing diverse interests based on their own outlook,
 interests. Thus, their evaluation of issues and persons
 in the newspaper's pages differs with their experiences.
 Only those countries upon whom controversy should
 be based should be subject to their interest. The majority
 of persons do not feel the diversified interest of
 military correspondence is completely known to them as
 representation such as the State Department Correspondence,
 nationalistic attitudes, and the like.
 Persons are also very complex. But they do
 agree that corresponding in the foreign has become
 increasingly difficult during the last decade. It says
 "news" would not likely express the degree of objectivity
 and illustrated throughout this study in no way have
 related to history news politics. With correspondence and
 fact and interest factor a variety there is little basis
 for assessing reports and papers of the military
 establishment, especially when they contain their own
 version as being their own national interests, view the
 region and officials who are in the last position to "play"
 the game.

On officials while they always very critical of
 nations are presented by the newspaper, not just by the

general media in Washington. While the relationship between officials and regulars is cordial, they are far from bedfellows.

Experienced regulars said it is not common for officials to ask correspondents to withhold or kill a story in their possession. Many reporters admit such requests have been made but most added this happened once or twice and rarely more than a few times over a period of years. When made, most requests were considered legitimate and based on security or delicate matters involving national security.

Many regulars report stories which criticize various Pentagon actions, yet they feel if the criticism is accurate and honest, chances are it will not result in discrimination against the newsmen. Only if a story proves distorted, unfair, or false, will the reporter's own credibility be tarnished; making his sources reluctant to confide in him in the future. Thus regulars' criticisms are usually founded on truth.

Regulars also perform the function of a news "conveyer" between Defense and the public. Some critics miss this significance when charging regulars with being publicists for Pentagon officials. The Pentagon correspondent reports on military affairs, just as the State Department reporter reports on diplomatic affairs. Many critics of the Pentagon press corps ignore what is a basic

General said in Washington, "While the relationship between the United States and Russia is cordial, they are far from cordial."

Important reports said it is not common for officials to be correspondents to either or both of these in their possession. Many reports about such reports have been made but none of this paper's does or does not say more than a few lines over a period of years. When made, some reports were considered legitimate and based on security or military matters involving national security.

Many reports report stories which officials various foreign nations say they are the situation in security and peace. Others say it will be better in distinction about the situation. They all a many times discussed, either in fact, with the reporter's own country or in fact, while the reporter's country is in the fact. They report, however, and nearly double or triple.

Reports also point out the situation of a new "conveyer" between Russia and the United States. Some reports also this situation when changed reports with this position the foreign officials. The foreign news reported reports on military affairs. They are also Government reports on diplomatic affairs. Many articles of the foreign press report Russia with a view

characteristic of all Washington regulars--a major part of their function and duty is to objectively present to the public, positions taken by, and rationale of, officials on their beat.

In all, regulars at the Pentagon work harder than most any other group of Washington newsmen in order to report military news; yet they are criticized by some officials for reporting unfavorable news, by the general media for being a "kept press" and by the anti-military segment of the public for being associated with the Defense Department.

Regulars Support Some Basic Criticisms

In certain areas, criticisms made against Defense information policies were substantiated by this study. Reporters agree the Pentagon is probably the most difficult beat to cover. They feel McNamara did misuse the public affairs apparatus and consider many of his efforts to stifle the free flow of news still remain a part of the newsgathering process in 1970, despite the efforts of Defense Secretary Laird and ASD(PA) Henkin to open up the Pentagon. News sources are tight, barriers are more severe than 10 years ago, and the military officials have turned within--permitting themselves little on-the-record exposure. Regulars also agree that the tendency at DOD is to over-classify information.

... In all, vegetable as the vegetable work under this
... any other group of Washington members in order to
... report directly to the Board and not to the Secretary
... for the Secretary to the Board, by the general
... as being a "great power" and by the Secretary
... of the Board for being associated with the Secretary

Revised August 2004

In certain cases, criticism could appear to be
 information points were substantiated by this study.
 However, since the program is probably the most difficult
 part to cover. They had numerous difficulties the past
 relative operations and facilities many of his efforts to
 within the first few of new will remain a part of the
 manufacturing process in 1970, despite the efforts of
 William Geoffrey Laid and others. It is up to the
 company. Some workers are right, but it is not
 than 10 years ago, and the military officials have found
 while pointing themselves 1970 to the second segment.
 However, also since the company is not in a
 financial position.

However, several of the criticisms made during the sixties are not endorsed by the regulars. As previously noted, the most outstanding discrepancy is that military correspondents do not adhere to the myth that Defense officials intentionally lie to the press or deceive the public.

Data gathered from regulars suggest that critics have over-emphasized the impact of news management at the Pentagon. Although it ranks third as a barrier, only 50 per cent of the regulars cited it as one of the three major obstacles, compared to 75 per cent who feel "secrecy" or DOD's "complexity" are the greatest barriers. Most feel it is more of a fact of life inherent to all government as well as the media. Only one-third said managing the news is a constant interference when gathering and reporting military news. Thus news management is far from being the controversial topic some critics suggest.

Another significant area is the effect of McNamara's muzzling of the military. Critics advanced the view that because of muzzling, Pentagon reporters are forced to lean more heavily on the official party line, since they can no longer get the views of military officials who refuse to risk their careers by speaking out against positions taken by the Defense Secretary. While not the best method of furthering public participation on key issues, the regulars feel they still can rely on their own informal

However, several of the criticisms made during the
 session are not answered by the speaker. He previously
 noted, the most substantial discrepancy is that military
 correspondence do not adhere to the same standards
 officials traditionally use in the press or between the
 public.

Such criticism from various sources and critics
 have overwhelmed the speaker at some moments of the
 session. Although he admits that he is a realist, only in
 part one of the speaker did it in one of the three major
 obstacles, compared to 75 per cent who feel "military" or
 "military" are the greatest barriers. How real is
 is one of a lot of the interest to all government as
 well as the media. Only one-third have mentioned the need
 is a common factor when speaking and reporting
 military news. There was agreement in the room during the
 controversial topic was critical support.

Another significant area is the need for
 government's working of the military. Critics showed the
 view that leaders of military. Various speakers are based
 to have been heavily on the official heavy line, also they
 had no longer get the view of military officials who
 refuse to let their views be questioned and release their
 views from the Defense Secretary. While for the most
 method of maintaining public participation in key issues,
 the speaker said they will not help in their own interests

Pentagon contacts in the military services to keep OSD officials honest.

Regulars may consider their beat the most difficult in Washington because of its vastness, complexity, and secrecy; but they are far from unanimous in suggesting it is the "tightest" beat in town, as many critics advocated throughout the last decade.

Finally, as previously noted, this study shows that there is little evidence to substantiate the charge that the corps of regulars at the Pentagon is a "kept press."

Newsgathering at the Pentagon: Some Proposals

It is evident that key OSD officials most directly involved with setting Defense news policy and maintaining a continuous flow of news have done much to ease the burden on correspondents responsible for collecting and reporting military news. Yet the newsgathering process can always be refined and improved.

Based on data drawn from this study, the following proposals would benefit both officials and newsmen--plus, in the long run, the public--and assist in overcoming many difficulties cited by correspondents.

OSD officials are encouraged to continue their efforts toward reversing the trend of the sixties that made military and civilian personnel reluctant and distrustful in their dealings with the media. A constructive step in

perhaps content in the military service as long as

officials permit.

Business men consider that the war situation

in Washington because of its vastness, complexity, and

severity; but they are not even unanimous in suggesting it

is the "rightest" way in fact, as many critics suggested

throughout the last decade.

Finally, as previously noted, this study shows that

there is little evidence to substantiate the charge that

the group of officials at the Pentagon is a "safe group."

Responsibility at the Pentagon: Some proposals

It is evident that any one official does himself

involved with setting defense news policy and maintaining a

continuous flow of news have much to learn the burden

of correspondence responsibilities for collecting and reporting

official news. Yet the newspapering process can change in

detail and improved.

Based on data drawn from this study, the following

proposals would benefit both officials and newsmen--

in the long run. The public--not least in newspapering--

difficulties arise by over-response.

One official was interviewed in Boston with

efforts toward revealing the truth of the situation and

efforts and civilian personnel concerned and distressed

in their dealings with the media. A constructive step is

this direction would be to increase the responsibilities of service information organizations while maintaining overall authority for news dissemination.

If services were given a freer hand in working directly with Pentagon correspondents, much of the delay now encountered in gaining access to officials and getting responses to inquiries would be cut back. However, before such an arrangement can succeed, the military service public affairs offices and information officers would have to prove they are capable of aggressively pursuing the function objectively. It would take the direct support of service secretaries and military chiefs to overcome (a) the tendency of military officials to conservatively hold back information they feel reporters do not really need to know (even if unclassified) and (b) the lack of faith in public affairs, a basic distrust or misunderstanding of the media, and the inherent cautiousness of military men to open up with correspondents on-the-record.

Military service PAOs would have to be encouraged to consider themselves "newsmen in uniform" (asking provocative questions, digging into a subject and doing their homework to stay up on current issues, not taking a negative reply or simple "that's classified" response when PAOs know it is not true) in order to effectively provide correspondents with meaningful information. Without such an approach, PAOs would probably become a party to "selective release"

or a more damaging news management than exists today.

OASD(PA) would be justified in granting more responsibility only if PAOs clearly saw their mission as one of increasing the news flow instead of stemming it by protecting their own service or military officials. PAOs must indeed satisfy the requirements of two masters; the newsmen and the legitimate need and duty of their superiors to clarify and explain matters relating to their service. Emphasis should be on the newsmen.

Another proposal involves the monitoring of interviews. It is appreciated that often Defense officials specifically request that a monitor be present, even though it is no longer officially required. Since it is apparent the monitor will remain part of the newsgathering process, it is suggested that guidelines be established for the conduct and function of the monitor.

Based on reporters' experiences, this system would not be nearly as objectionable if the monitor remained an unobtrusive party to the interview. He should not interject unless absolutely necessary and only if he speaks from authority; nor should he attempt to answer questions for the official unless asked for guidance. A monitor should not distract from the interview by feverishly taking notes on everything said. It should be the responsibility of the monitor to discuss with the official the ground rules of the interview and clarify same with the reporter before the

interview begins. And finally, new officials should immediately be informed that the presence of a monitor does not reflect the credibility of the interviewer.

Reporters feel they are inadequately briefed on Defense issues; thus hindering their ability to accurately portray military actions. In this regard, the mechanics are there and most regulars attend the daily 11:00 a.m. news briefing. Yet, this excellent channel is not exploited to its fullest potential. More routine briefings by experts (military or civilian) appear to be in order; especially involving weapons systems and policy decisions.

While correspondents praise Jerry Friedheim's handling of the briefing, he is not given enough authority to immediately respond on many issues. If newsmen do not get answers from the briefer, officials hurt themselves because reporters are forced to turn to other sources which may not have as current or reliable information.

The result is that often Defense rationale is weakly presented, while critics feed newsmen information aimed at knocking down the military's case. This result is further evidenced by the lack of "no-topic" news conferences conducted by the Defense Secretary or military service chiefs. Such wide-open on-the-record sessions would better equip regulars to adequately report controversial issues that tend to confuse the public.

OSD officials also should reexamine their hard-line

[illegible]

position on backgrounders. Certain facts can never be expressed on-the-record. While regulars feel Secretary Laird's policy of only talking for attribution is a vast improvement which increases their ability to cover the Pentagon, they also suggest that often reporters lack a perspective possible only from legitimate backgrounding. It follows that officials should take reporters into their confidence.

This study shows that regulars explore numerous sources in and out of the Pentagon, on and off-the-record, while attempting to report as complete a picture as possible. However, the greatest sin committed by Defense officials, in the eyes of the press, is one of intentional omission, followed by overclassification. Thus, unless officials confide more in the regulars--perhaps explaining planned omission if done for a legitimate purpose--there will continue to be a credibility problem; not one involving lies, but rather reliability in presenting all pertinent facts.

Pertaining to another area, reporters suggest that by releasing major announcements very late in the day or on Friday afternoons after 4:00 o'clock, officials do not necessarily come out ahead--if their intent is to bury a story. More likely such timing only manifests sloppy or superficial reporting, which puts even very unfavorable stories in the worse possible light. If reporters are in

position on the subject. Certain large, old cases in
 reported on the subject. While the large old cases
 have a policy of only taking the situation as a
 improvement which involves that ability to cover the
 situation, they also suggest that other reports lack a
 perspective which only from legislative perspective.
 It seems that officials would like reports into their
 condition.

This study shows that reports which are
 sources in and out of the system, on the all-the-time,
 while attempting to report as complete a picture as pos-
 sible. However, the greatest risk involved by officials
 officials in the eyes of the press is one of intentional
 omission, followed by overstatement. These, which
 officials would like in the reports, are not
 given omission if done for a legislative purpose.
 Will continue to be a legislative problem, not one involving
 law, but rather validity in presenting all pertinent
 facts.

Continued to monitor these reports suggest that
 by releasing major announcements very late in the day or on
 Friday afternoon after 4:00 o'clock, officials do not
 necessarily come out ahead--it takes time to get a
 story. Some likely will state only partial story or
 expected reporting, which will not very satisfactory
 action in the news process. It is reported that in

error and previous experiences as described above were unintentional. DOD should place greater importance on when key releases will be made.

The military correspondents are not without fault. The study indicates even reporters within the corps of regulars do not feel their peers are as aggressive as they can or should be. Perhaps problems such as the lack of adequate briefings and wide-open news conferences would be eased if the correspondents themselves made their feelings known and pushed harder to get what they believe would enhance the newsgathering process.

Also, while reporters must continue to be skeptical and critically examine all facets of Defense information policies and procedures, they should not lose sight of the fact that often even the most reliable officials responsible for disseminating the news initially receive erroneous information, especially when releasing material on a flap that occurs halfway around the world. Evidenced by incidents during the sixties, when officials realize an error in fact was made, it was quickly rectified. It is better to get information thought to be accurate out immediately than create further havoc by withholding information for hours or days until every bit of material is verified and double-checked.

Finally, military correspondents are cautioned against getting bogged down in reporting issues created by

action and movement experiments as described above were
unsuccessful, but should give general information on what
top relations will be made.

The military correspondence was not without fault.

The study indicates that relations within the group of
persons do not have their own as appropriate as they
can be made to. Various problems such as the lack of

adequate training and experience were mentioned which be
cause of the correspondence character of their relations
from and further back to get what they believe would

appear the necessary persons.

Also, while reports were coming to be discussed

and critically examine all factors of defense information
politics and procedures. They should not lose sight of the
fact that after even the very critical military organization

for discussion, the one initially needs to be
information, especially when training is needed on a large
scale basis toward the world. Outcomes of their

work during the winter, when officials came to work
in that way, it was doubly realized. It is known
to get information through to be accurate and honestly

then again further down by following instructions the
person or they will have to be satisfied in relation and
satisfactory.

Finally, military correspondence was discussed
against getting copies down in reporting issues caused by

"words" of key officials. There may be pressure exerted to play one personality against another in Washington, but this would likely push the real Defense issue in the background. This is not as yet a major deficit to the Pentagon reporter, but enough newsmen noted this as a tendency to cause concern for the public's benefit. They are entitled to know the facts and implications of major issues, not given lead stories pitting remarks made by the Secretary of State against remarks made by the Defense Secretary.

APPENDIXES

APPENDIX A

LIST OF CORRESPONDENTS

THE PENTAGON PRESS CORPS (June 1970)

KEY: (I) --personal interview conducted
 (Q) --questionnaire mailed and returned by correspondent
 (S) --questionnaire sent, but not returned
 (*) --questionnaire mailed and letter received from
 correspondent, but did not participate in study

News Media Outlets and Correspondents

News Outlet	Media Type	Correspondents
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DAILY NEWSPAPERS (14)

Regulars (10)

Baltimore Sun	(I)	Charles Corddry
Chicago Tribune	(I)	Fred Farrar
Christian Science Monitor	(Q) & (I)	George W. Ashworth ¹
Los Angeles Times	(I)	Clifford (Ted) Sell ²
New York Daily News	(I)	Jim Wieghart
New York Times	(I)	William Beecher
	(I)	Juan Vasquez
Wall Street Journal	(I)	Richard Levine ³
Washington Star	(I)	Orr Kelly
Washington Post	(I)	Peter Braestrap ⁴

Irregulars (5)

Chicago Daily News	(S)	William McGaffin
Chicago Sun Times	(Q)	Morton Kondrache
National Observer	(S)	Peter Chew
Newsday	(S)	Marty Schram
St. Louis Post-Dispatch	(Q)	William K. Wyant
(Wall Street Journal	(Q)	Robert L. Keatley ⁵)

APPENDIX A

LIST OF CORRESPONDENTS

THE JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION (1930-1931)

NOTE: (1) Personal interview conducted
(2) Correspondence mailed and returned by correspondence
(3) Correspondence mailed, but not returned
(4) Correspondence mailed and return received from
(5) Correspondence, but did not participate in study

News media outlets and correspondents

News Outlet	Media Type	Correspondent
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Daily newspapers (14)

Outlets (14)

Chicago Daily News	(1)	Charles Condit
Chicago Tribune	(1)	Paul Weiss
Chicago Herald Examiner	(1)	George W. Sawyer
Los Angeles Times	(1)	Clifford (Tom) Hall
New York Daily News	(1)	Ed Weisberg
New York Times	(1)	William Friedman
Wall Street Journal	(1)	John Wagoner
Washington Post	(1)	Richard Loomis
Washington Star	(1)	Sam Kelly
Washington Post	(1)	Robert Rosenberg

Outlets (10)

Chicago Daily News	(1)	William Friedman
Chicago Tribune	(1)	Robert Rosenberg
Chicago Herald Examiner	(1)	Paul Weiss
Los Angeles Times	(1)	Ed Weisberg
New York Daily News	(1)	William Friedman
New York Times	(1)	John Wagoner
Wall Street Journal	(1)	Richard Loomis
Washington Post	(1)	Sam Kelly
Washington Star	(1)	Robert Rosenberg

APPENDIX A (Continued)

News Outlet	Media Type	Correspondents
WIRE SERVICES (3)		
Regulars (4)		
Associated Press (AP)	(I)	Fred Hoffman
	(I)	Robert Dobkin ⁶
United Press International (UPI)	(I)	Steve Garwood
	(I)	Warren L. Nelson ⁷
Irregulars (1)		
Reuters	(S)	Ralph Harris ⁸
NEWSPAPER CHAINS (5)		
Regulars (3)		
Copley News Service	(I)	L. Edgar Prina
Fairchild Publications	(I)	Heather David (Mrs.) ⁹
Scripps-Howard Newspaper Alliance	(I)	Michael V. Miller
Irregulars (2)		
Knight Newspapers	(Q)	Jim McCartney
Texas Papers	(S)	Sarah McClendon (Mrs.)
FEATURE SYNDICATE (1)		
Newspaper Enterprise Association (NEA)	(Q)	Ray Cromley ¹⁰ (columnist)
NEWS MAGAZINES (3)		
Regulars (3)		
Newsweek	(I)	Lloyd Norman
Time	(I)	John Mulliken
U.S. News and World Report	(I)	Bonner Day

APPENDIX A (Continued)

News Outlet	Media Type	Correspondents
RADIO-TELEVISION (6)		
Regulars (6)		
American Broadcasting Company (ABC)	(I)	Roger Peterson
Columbia Broadcasting System (CBS)	(I)	Steve Rowan ¹¹
Metromedia	(Q)	Gary Axelson ¹²
Mutual Broadcasting	(I)	Joseph P. Campbell
National Broadcasting Company (NBC)	(I)	Robert Goralski
Westinghouse	(I)	Jim Anderson
BUSINESS AND SPECIAL INTEREST PUBLICATIONS (8)		
Regulars (3)		
Aerospace Daily		Hugh Lucas ¹³
Bureau of National Affairs Publications (BNA)	(Q)	Charles Wendel
McGraw Hill News Bureau	(I)	Herb Cheshire ¹⁴
Irregulars (5)		
Aviation Week	(S)	Cecil Brownlow
Congressional Quarterly	(S)	James Ingren
Electronics	(S)	Bill Hickman
Science Magazine	(Q)	Luther Carter ¹⁵
Undersea Technology	(S)	Robert Niblock
MILITARY JOURNALS (6)		
Armed Forces Journal	(I)	Joe Volz ¹⁶
Army-Navy-Air Force Times	(I)	Robert Schweitz ¹⁷ (Defense)
	(S)	Gene Famiglietti (Army)
	(Q)	Bob Fudge (Navy)
	(S)	Jim Parker (Navy)
	(*)	Ed Gates (Air (Force) ¹⁸
Air Force Magazine	(Q)	Claude Witze
Armed Forces Press Service	--	
Army Magazine	(Q)	James Binder
Stars and Stripes	(I)	Marc Huet ¹⁹

APPENDIX A (Continued)

Source	Media Type	Correspondence
Radio-Television (1)		
Magazines (1)		
11) Radio National	1957 (1957)	11) Radio National
12) Radio National	1958 (1958)	12) Radio National
13) Radio National	1959 (1959)	13) Radio National
14) Radio National	1960 (1960)	14) Radio National
15) Radio National	1961 (1961)	15) Radio National
16) Radio National	1962 (1962)	16) Radio National
17) Radio National	1963 (1963)	17) Radio National
18) Radio National	1964 (1964)	18) Radio National
19) Radio National	1965 (1965)	19) Radio National
20) Radio National	1966 (1966)	20) Radio National
21) Radio National	1967 (1967)	21) Radio National
22) Radio National	1968 (1968)	22) Radio National

BUSINESS AND INDUSTRY SOURCES

PUBLICATIONS (1)

Magazines (1)

1) Business Week	1957 (1957)	1) Business Week
2) Business Week	1958 (1958)	2) Business Week
3) Business Week	1959 (1959)	3) Business Week
4) Business Week	1960 (1960)	4) Business Week
5) Business Week	1961 (1961)	5) Business Week
6) Business Week	1962 (1962)	6) Business Week
7) Business Week	1963 (1963)	7) Business Week
8) Business Week	1964 (1964)	8) Business Week
9) Business Week	1965 (1965)	9) Business Week
10) Business Week	1966 (1966)	10) Business Week
11) Business Week	1967 (1967)	11) Business Week
12) Business Week	1968 (1968)	12) Business Week

Literature (1)

1) Business Week	1957 (1957)	1) Business Week
2) Business Week	1958 (1958)	2) Business Week
3) Business Week	1959 (1959)	3) Business Week
4) Business Week	1960 (1960)	4) Business Week
5) Business Week	1961 (1961)	5) Business Week
6) Business Week	1962 (1962)	6) Business Week
7) Business Week	1963 (1963)	7) Business Week
8) Business Week	1964 (1964)	8) Business Week
9) Business Week	1965 (1965)	9) Business Week
10) Business Week	1966 (1966)	10) Business Week
11) Business Week	1967 (1967)	11) Business Week
12) Business Week	1968 (1968)	12) Business Week

MILITARY SOURCES (1)

1) Business Week	1957 (1957)	1) Business Week
2) Business Week	1958 (1958)	2) Business Week
3) Business Week	1959 (1959)	3) Business Week
4) Business Week	1960 (1960)	4) Business Week
5) Business Week	1961 (1961)	5) Business Week
6) Business Week	1962 (1962)	6) Business Week
7) Business Week	1963 (1963)	7) Business Week
8) Business Week	1964 (1964)	8) Business Week
9) Business Week	1965 (1965)	9) Business Week
10) Business Week	1966 (1966)	10) Business Week
11) Business Week	1967 (1967)	11) Business Week
12) Business Week	1968 (1968)	12) Business Week

APPENDIX A (Continued)

News Outlet	Media Type	Correspondents
FOREIGN MEDIA (3)		
Agence France Presse		(Q) Louis de Roche
Deutsche Press Agentur (German)		(Q) Hans Hofer
Springer Foreign News Service (German)		(*) Kurt Leissler ²⁰

GOVERNMENT OUTLETS (2)		
United States Information Agency (USIA)		John Uhler ²¹
Voice of America (VOA)		Central Desk

TOTAL: 10 types of media; 51 separate news outlets; and 57 correspondents.

Correspondents	THIS STUDY (n=40) (Both "n" and "N" exclude foreign and government outlets)	TOTAL PRESS CORPS (N=53)
Regulars	28	29
Irregulars	6	15
Military Journals	6	9
Total	40	53
Total excluding military journals	34	44
Total including general news media only	31 ^a	35 ^a

^aExcludes: Business and Special Interest Publications, and Military Journals.

(Barnard, 1960). A significant

Item Number	Item Type	Comments
1	1000	1000
2	1000	1000
3	1000	1000
4	1000	1000
5	1000	1000
6	1000	1000
7	1000	1000
8	1000	1000
9	1000	1000
10	1000	1000
11	1000	1000
12	1000	1000
13	1000	1000
14	1000	1000
15	1000	1000
16	1000	1000
17	1000	1000
18	1000	1000
19	1000	1000
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90	1000	1000
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93	1000	1000
94	1000	1000
95	1000	1000
96	1000	1000
97	1000	1000
98	1000	1000
99	1000	1000
100	1000	1000

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[illegible]

(c) APPLICABLE PROVISIONS

Office of Justice (DOJ)
Agency (USA)
United States Department of Justice

NOTES: 1) Types of symbols of weapons have changed and 2) - 2000-2001.

Country	Year (1990)	Year (1991)	Year (1992)
Algeria	20	20	20
Angola	20	20	20
Burkina Faso	20	20	20
Burundi	20	20	20
Cameroon	20	20	20
Cote d'Ivoire	20	20	20
Egypt	20	20	20
Ghana	20	20	20
Guinea	20	20	20
Guinea-Bissau	20	20	20
Kenya	20	20	20
Liberia	20	20	20
Mali	20	20	20
Morocco	20	20	20
Niger	20	20	20
Nigeria	20	20	20
Rwanda	20	20	20
Senegal	20	20	20
Sierra Leone	20	20	20
Somalia	20	20	20
Sudan	20	20	20
Tanzania	20	20	20
Togo	20	20	20
Tunisia	20	20	20
Zambia	20	20	20

[illegible]

Minister of Defense and Special Inspector General
and Military General

FOOTNOTES TO APPENDIX A

¹Ashworth was out of town during the two-week interview period in June 1970. However, the night before the author's departure from D. C., he was reached by phone, and interviewed for a half hour. Areas not covered were included in mail questionnaire returned in December 1970.

²Sell no longer covers DOD. Returned to L. A. bureau. As of September 1970, Warren Rogers was representing the L. A. Times.

³Had only been assigned to the Pentagon beat a few weeks when interviewed. He was only asked to respond to questions he felt knowledgeable on. However, with four years as a Washington correspondent--having covered Labor Department for NSA before Pentagon, Levine's responses were very useful.

⁴No longer covers DOD, but is still with Washington bureau of the Post as of October 1970. OASD(PA) listed (Sept. 1970) two correspondents from the newspaper: Mike Getler and George Wilson. Wilson, although not officially listed on the DOD list of military news correspondents in June, has reported on military affairs for several years. He was also asked to participate, but he wrote the author he would rather not.

⁵Keatley covered the Pentagon from October 1968 through May 1970 as a regular. When Levine relieved him, Keatley began covering the State Department for the Journal, but continued to write an occasional story on Defense.

⁶Dobkin began covering the Pentagon as a regular on May 1, 1970. Prior to his present assignment, he had been a Washington correspondent for AP for a year-and-a-half and covered the Hill. He was not asked questions or requested to answer any that he felt he could not base on his own experience at DOD.

⁷Has since been reassigned to UPI State Department desk in Washington. Ed DeLong (as indicated on September 1970 DOD list) replaced him at the Pentagon.

⁸Hugh Lucas, Aerospace Daily, also is a stringer for Reuters.

⁹In addition to servicing the print outlets of Fairchild, Mrs. David also does one or two radio spots (45-seconds) for her employer's seven owned stations, plus servicing four or five other radio outlets, including WTOF in D. C.

INTERVIEW WITH ROBERTSON

1. Robertson was not at home during the two-week interview period in June 1970. However, the night before the author's departure from D. C., he was reached by phone and interviewed for a half hour. Below are several items included in this correspondence furnished in December 1970.

2. Call to James Oswald DOD, Director of I. E. Bureau, is of September 1970. James Oswald was responsible for the I. E. Bureau.

3. Not only was assigned to the Pentagon but a few weeks were involved. He was only asked to report on questions he felt comfortable on. However, with four years as a Washington correspondent, having covered labor department for Bill McGeehan, Oswald's responses were very useful.

4. No longer covers DOD, but is still with Washington Bureau of the Post as of October 1970. DOD/70 listed (Sept. 1970) two correspondents from the newspaper: Bill Davis and George Wilson. Wilson, although not officially listed on the DOD list of military news correspondents in June, was reported as military affairs for several years. He was also asked to participate, but he was the only one would refuse.

5. Working covered the Bureau from October 1969 through May 1970 as a reporter. When Wilson called Wilson, McGeehan began covering the State Department for the Bureau. Not considered as wide an occasional; mostly on defense.

6. McGeehan began covering the Pentagon as a reporter on May 1, 1970. Prior to his present assignment, he had been a Washington correspondent for the Post-Newsweek and covered the Bill. He was not asked questions or comments to answer any and he could not pass on his own experience as DOD.

7. His story was reprinted in the New York Post and News (1970) and was included in the Post.

8. Bill Davis, Washington Editor, also is a reporter for the Post.

9. In addition to receiving the press release of information, was, Davis also has two radio spots (45-second) but has rejected a seven word broadcast, plus receiving four or five other radio outlets. Including the in D. C.

¹⁰ Crowley, a syndicated columnist for NEA which services 600 newspapers, is unique among the press corps members. In addition to Defense, he writes columns on the White House, State Department, and Congress, but maintains a desk in the Pentagon press room which serves as his base of operations. Because he is one-of-a-kind and does cover other agencies, his responses were included in the group of irregulars, although he has been a military correspondent since 1946. Before going with NEA 12 years ago, he was a Pentagon reporter for the Wall Street Journal. He has 24 years experience as a Washington correspondent.

¹¹ Rowan is no longer with CBS. Bob Schieffer began covering the Pentagon as a regular during the period the author conducted interviews in June 1970. Rowan had covered the military beat since March 1966.

¹² The author and Gary Axelson made several attempts to get together for an interview in June, but unfortunately were unable to do so. His opinions were therefore given via a mail questionnaire and letter which amplified the shorter questionnaire.

¹³ Hugh Lucas elected not to participate in the study.

¹⁴ Said he spends most of his time on Business Week, but McGraw Hill's D. C. bureau covers DOD for 40 of its magazines.

¹⁵ Carter covered the Pentagon regularly for the Norfolk (Va.) Virginian-Pilot from 1961-1965, before joining Science.

¹⁶ Has a desk in the Pentagon press room.

¹⁷ Also has a desk in press room and covers broad Defense matters, while other correspondents concentrate on individual services for Army, Navy, and Air Force Times.

¹⁸ Returned questionnaire with letter indicating he did not think his remarks would contribute much to the study since Bob Schweitz covers DOD and he specifically covers only the Air Force.

¹⁹ Covers everything of a military nature from Maine to Hawaii. Also has a desk in Pentagon press room and, as is the case with Volz and Schweitz, is usually at the Pentagon daily.

10. Generally, a specialized columnist for the Washington Post and Times Herald, is being asked the same questions. In addition to his work as a columnist on the White House, State Department, and Congress, he maintains a desk in the Washington Post and Times Herald as his own of operations. However, he is not working and does not have other special, his responses were limited in the scope of investigation. Although he has been a military correspondent since 1945. Before going with the Post and Times Herald, he was a Washington reporter for the Wall Street Journal. He has 14 years experience as a Washington correspondent.

11. There is no longer with him. His activities began covering the Russian as a reporter during the period the United Nations was in session in 1945. He has been covering the military post since March 1946.

12. The author and Gary Sawyer made several attempts to get together but no interview is done. The interview was made to be so. His subjects were therefore given via a mail questionnaire and letters which explained the reasons for the interview.

13. When the subject was so particular in the study.

14. He is spending most of his time on Russian matters for the Washington Post and Times Herald for 12 at the moment.

15. He has covered the Washington Post and Times Herald (W. J. Nicholson) from 1941-1945, during which time he was a Washington reporter.

16. He has a desk in the Washington Post and Times Herald.

17. He has a desk in the Washington Post and Times Herald. Before that, while he was a correspondent for the Washington Post and Times Herald, he had a desk in the Washington Post and Times Herald.

18. He has been particularly with interest in the did not think his research would be very much in the study since he had been with the Post and Times Herald for 14 years.

19. He has been working on a military subject from 1941 to 1945. He has a desk in the Washington Post and Times Herald. He has been with the Post and Times Herald in 1941 to 1945.

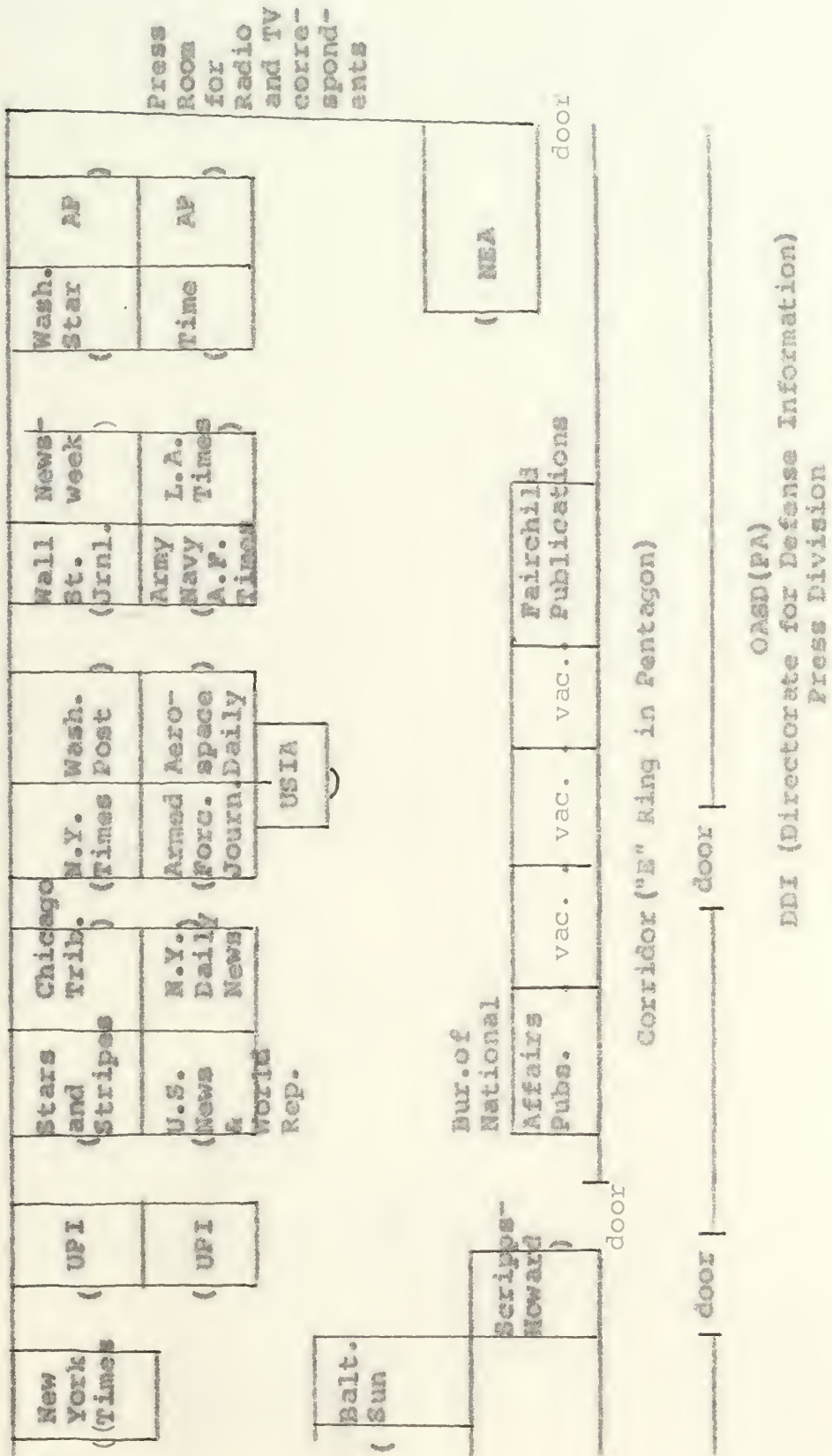
20 No longer covers DOD. His successor wrote the author that "unfortunately my knowledge and experience regarding the workings of the Pentagon's information service is extremely limited." Dietrich Schulz added that he would not be able to answer most of the questions in my questionnaire because of his lack of experience. Leissler was reassigned to Rome, Italy.

21 No longer covers the Pentagon for USIA. Thomas Elliston now represents USIA.

NOTE: Although carried on the OASD(PA) listing of military correspondents, Sanford Watzman, Cleveland Plain Dealer, wrote the author that he does not cover DOD.

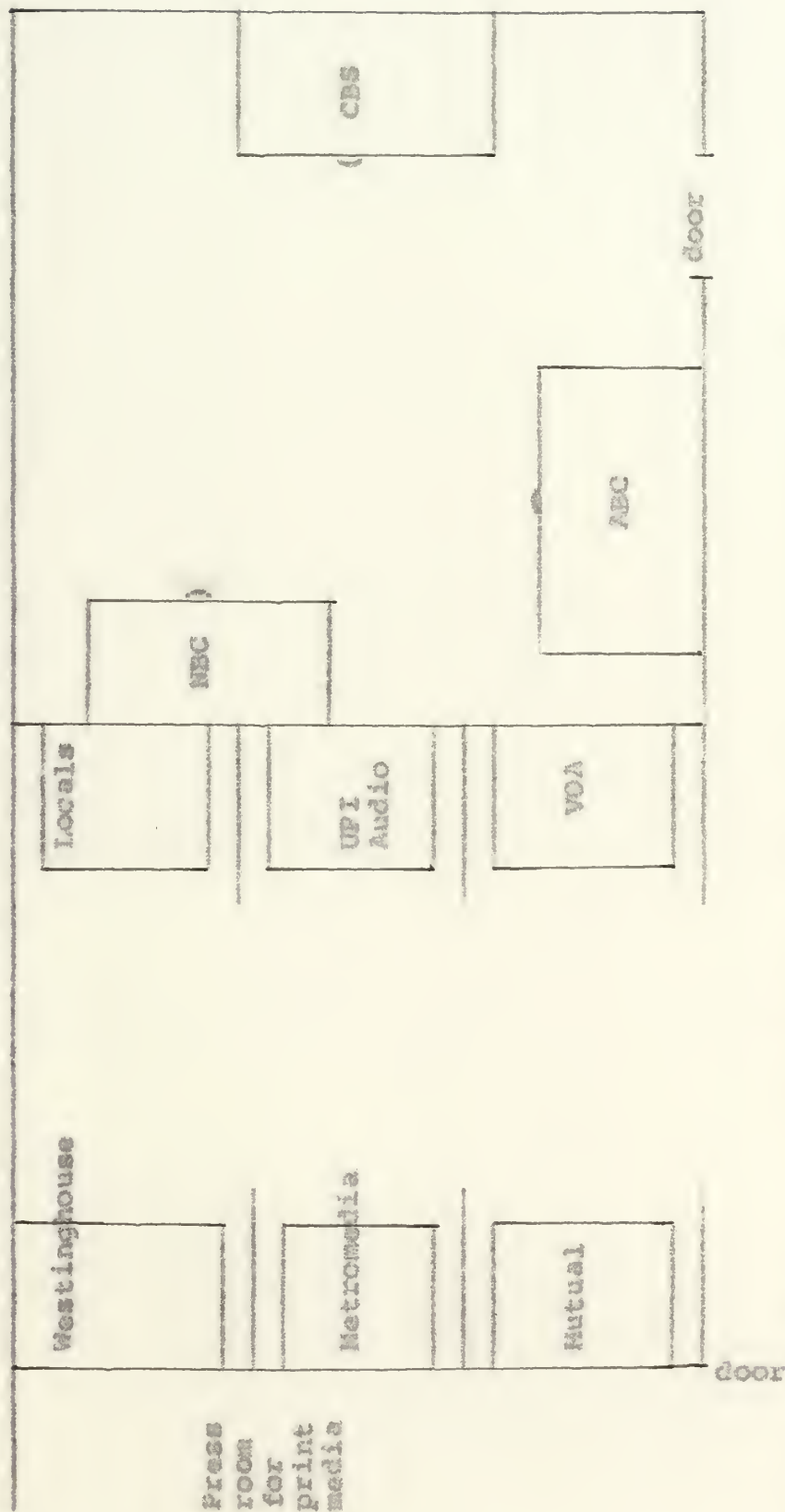
APPENDIX B

PENTAGON PRESS ROOM (PRINT MEDIA)



APPENDIX B

PENTAGON PRESS ROOM (ELECTRONIC MEDIA)



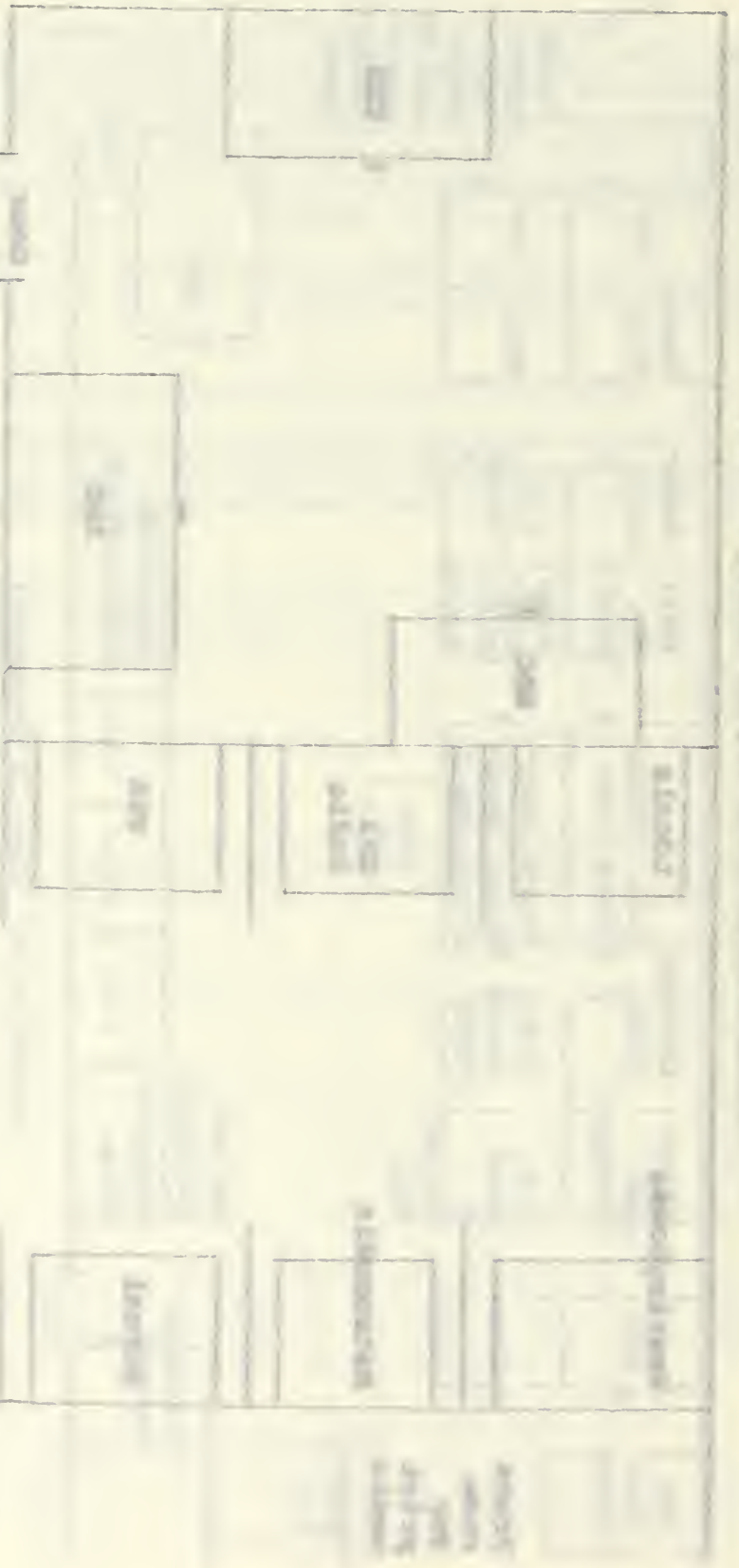
Corridor ("H" Ring in Pentagon)

OASD(PA)

DPI (Directorate for Defense Information)
Audio-Visual Division

1. Introduction

The purpose of this study is to investigate the effects of various factors on the growth and development of plants.



(Figure 1: Schematic diagram of the experimental setup)

2. Materials and Methods

The experiment was conducted in a controlled environment. The plants were grown in a greenhouse. The data was collected over a period of 12 weeks.

APPENDIX C

ARTHUR SYLVESTER'S REMARKS

Despite the effective use of the information function by government officials during the Cuban missile crisis in October 1962, Defense news policies became the subject of bitter controversy as the international incident faded. This new criticism of DOD information procedures was touched off by Arthur Sylvester's remarks made on several different occasions.

After the Soviets had agreed to withdraw their missiles from Cuba, Sylvester granted an interview to Richard Fryklund (then of the Washington Star) during which he said:

I cannot think of a comparable situation, but in the kind of world we live in the generation of news by the government becomes one weapon in a strained situation. The results, in my opinion, justify the means.¹

On October 30, Sylvester broadened his thought before a group of reporters:

News generated by actions of the government as to content and timing are part of the arsenal of weaponry that a President has in the application of military force and related forces to the solution of political problems, or to the application of international political pressure.²

THE POLITICAL SITUATION IN SWITZERLAND

Despite the attractive use of the information
 furnished by government officials during the Cuban missile
 crisis in October 1961, Swiss news policies become the
 subject of bitter controversy as the international incident
 faded. This new outbreak of SOU information controversy
 was headed off by Federal President's remarks made on
 several different occasions.

After the Soviet had agreed to withdraw their
 missiles from Cuba, President Schenker pointed out that the
 situation in Switzerland (then of the International Bank) during which
 he said:

I cannot think of a dangerous situation. Not in the
 kind of world we live in the presence of men by the
 government cannot use weapons in a certain situation.
 The result, in my opinion, justify the danger.

On October 30, President Schenker made his remarks
 before a group of legislators:

When questioned by members of the government as to
 content and timing are part of the general of security
 that a President has in the application of military
 force and related forces in the solution of political
 problems, by the application of international
 political pressure.

U. S. News and World Report editorialized that on October 29, 1962, Sylvester publicly admitted the government had been using "management" and "control" over news reports as a "weapon" to help force removal of Soviet missiles from bases in Cuba.³

In March 1963, Arthur Krock wrote in Fortune that the news weaponry concept had two sides. He said its proper use in a democracy is limited to concealing from the enemy, military plans and movements by means of which power is created to force the enemy's retreat. Improper use is as propaganda in behalf of the establishment, to inflate success or gloss over error, he added.⁴

Alan L. Otten, Wall Street Journal, said in 1965: "The right to lie in a national crisis is probably ordinary government policy; it just shouldn't have been stated in public."⁵

Also in 1965, Fryklund (while still a newsmen) said Sylvester was right, but added he would certainly like to see a "minimum" of lying. However, he continued, there are times when a public official has to stand up and tell a lie for the good of the country. At the same time, he suggested that reporters have an obligation to ferret out the lie and report it for what it is.⁶

In addition to his "news weaponry" and "news management" remarks, Sylvester fueled the fire of media criticism on December 6, 1962, when he addressed the Deadline Club

U. S. News and World Report editorialized that on October 20, 1951, Eisenhower publicly admitted the government had been using "sabotage" and "espionage" over Russia reports on a "warning" to help force removal of Soviet missiles from bases in China.¹

In March 1952, Arthur Schlesinger, Jr. in *Harvard Law Review* said the new weapons concept had been altered. He said the proper use in a democracy is limited to countering the enemy, military plans and movements by means of which peace is secured to force the enemy's retreat. Intelligence use in propaganda is behalf of the establishment. He said known to place over secret, he added.²

Alan C. Gerson, *Wall Street Journal*, said in 1951: "The right to lie in a national crisis is possibly ordinary government policy; it just shouldn't be used when it is possible."³

Also in 1952, *Time* (which calls a warning) said: "Eisenhower was right, but would he really believe the so-called 'warning' of lying. However, he continued, there was a time when a public official had to stand up and tell a lie for the good of the country. At the same time, he suggested that reporters have no obligation to believe and the law no right to force them to do so."⁴

In October 1952, the "new weapons" and "new weapons" were "renewed" Eisenhower said the time of public relations on December 5, 1951, when he announced the bombing plan.

(Sigma Delta Chi Chapter) in New York: ". . . a government has a right . . . if necessary, to lie to save itself when it's going up in a nuclear war."⁷

The Nation editorialized on December 22, 1962, by stating no one disputes Sylvester's assertion that "information is power"--Francis Bacon said that three or four centuries ago:

As a matter of cold fact, we have done a good deal of lying when we were up against it, as in the U-2 incident and at the time of the Bay of Pigs invasion. Only, until Sylvester came along, no one tried to defend the practice.

If it is inherently right for the government to lie and for news media to propagate government lies, then it must be unpatriotic to challenge those lies, both at the time of utterance and later; at the time of utterance, obviously, for then we are in danger; later, because the next time the government lies, it will not be believed.⁸

When summoned to testify on March 12, 1963, before the Senate Permanent Subcommittee on Investigations, Sylvester slightly modified his opinion on the "right to lie" statement:

The government does not have a right to lie to the people, but it does have a right in facing an enemy to disseminate information which is not accurate and is intended to mislead the enemy.⁹

On March 25, 1963, he testified before the Moss Committee:

The government did not have the right to lie to the American people, but it did have the right in time of extreme crisis to attempt to mislead the enemy, which might in turn mislead the American people.¹⁰

On January 5, 1967, Sylvester's resignation was announced. In his office with a group of reporters he defended the right to lie statement:

I don't believe the government as a political group of men has a right to lie. But when a nation's life is at stake, that takes precedence over everything.¹¹

During an interview in April 1963, Sylvester discussed his "right to lie" and "news weaponry" remarks. He was critical of the attacks by the press and stated they taped the speech (right to lie), but got it garbled during the recording. Thus, it is not possible to know what his words were in answer to, because the question to which he addressed himself did not come across in the recording.

Concerning the "weaponry" statement that first appeared in the Washington Star, he said he was misquoted:

The "generation of news by the government" phrase should have been "news generated by the actions taken by the government" becomes a weapon . . .

Sylvester stated he would stand by the true statement, but not the way it was originally misquoted.¹²

Writing in defense of his "right to lie" statement, Sylvester authored an article in the Saturday Evening Post (November 1967):

For months the news industry and others destroyed my remarks beyond recognition, howling that they were proof the government was not to be believed under any circumstances.¹³

He added that the late General George C. Marshall, who served as both Secretary of State and Defense Secretary, once gave an enlightened dissertation to newsmen on the

On January 1, 1967, Eisenhower's resignation was

announced. In his office with a group of associates he

delivered the right to the minister.

I don't believe the government as a political group
we can have a right to life. But when a nation's life is
at stake, that takes precedence over everything. 11

During an interview in April 1967, Eisenhower dis-

counted his "right to life" and "own weapons" remarks. He

was critical of the attack by the press and stated that

after the speech (right to life) he was in a heated state

the following. There is no possibility to know what his

words were in answer to. Because the question to which he

addressed himself did not come across as the wording.

Concerning the "weapons" statement that Eisenhower

appeared in the Washington Star. He said he was misquoted.

The "question of arms by the government" phrase
should have been "must be controlled by the action taken
by the government" because a weapon . . .

Eisenhower stated he would stand by the word "right"

but not the way it was originally misquoted. 11

Wright is critical of his "right to life" statement.

Eisenhower's statement on this in the Saturday Evening Post

(November 1967):

For months the news industry and various agencies
my family beyond recognition. During that time
good the government was not to be believed under any
circumstances. 11

He added that the late Senator Robert F. Kennedy

who served as both Secretary of State and Defense Secretary.

once gave an enlightened illustration to members of the

strategic advantage to the military of confusing the enemy by deliberate leakage of misleading information to the press.

Martin Gershen wrote in the Columbia Journalism Review (1966-67) that not all accounts were fair to Sylvester; that some put his words in a way to mean the government always has a right to lie, when really Sylvester was talking just about in times of extreme crisis. Gershen added, in other cases the full quotation was accurately presented but was stretched to cover cases unrelated to nuclear crisis. He concluded that critics of government credibility who have used Sylvester's statement would do well to aim their shots more carefully.¹⁴

James Reston wrote in 1967 that premature publication of the movement of American ships and men to intercept the Soviet ships bringing missiles to Havana in the 1962 Cuban crisis could easily have interfered with what proved to be an essential and spectacularly successful exercise of American power and diplomacy. He continued that responsible officials, news reporters and executives have not been able to resolve this new intelligence problem: "There is no guiding principle that will cover all cases, yet it is clear in this time of half-war and half-peace that the old principle of 'publishing and be damned' . . . can often damage the national interest."¹⁵

by William L. Anderson, University of Illinois at Chicago

There is no doubt that the results of this study are of great importance for the development of the theory of the evolution of the human brain.

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Although in other cases the full mutation was observed

[illegible]

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doi:10.1017/S0022292412001607 Printed in the United Kingdom

51. *unpublished manuscript, 1960*

1990-1991

Approved for use on this subject: 10/15/2010

THE REVIEWER WOULD BE PLEASED TO RETURN TO NUMBER 10 THE 1982

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FOOTNOTES TO APPENDIX C

¹Entered into the record during hearings before the House Subcommittee on Government Information Plans and Policies, 88th Cong., 1st Sess., part 1 (1963).

²*Idid.*

³U. S. News and World Report, November 12, 1962, 48.

⁴Arthur Krock, "Mr. Kennedy's Management of the News," *Fortune*, March 1963, 82.

⁵Alan L. Otten, *Wall Street Journal*, in George R. Berdes, *Friendly Adversaries: The Press and Government* (Milwaukee, Wis.: Center for the Study of the American Press, 1969), 103.

⁶Richard Fryklund, *Washington Star*, in Berdes, *Friendly Adversaries*, 125.

⁷"Official Spokesman for 'Managed News,'" U. S. News and World Report, April 1, 1963, 14.

⁸"The Great Teacher Sylvester," editorial in *The Nation*, December 22, 1962, 433.

⁹Hearings before the Senate Committee on Government Operations, 88th Cong., 1st Sess. (1963).

¹⁰Cited in Martin Gershen, "The 'Right to Lie,'" *Columbia Journalism Review*, Winter 1966-1967, 15.

¹¹*Washington Post*, January 6, 1967.

¹²Arthur Sylvester, then ASD(PA), in Berdes, *Friendly Adversaries*, 84.

¹³Arthur Sylvester, "The Government Has the Right to Lie," *Saturday Evening Post*, November 18, 1967, 19.

¹⁴Gershen, "The 'Right to Lie,'" 16.

¹⁵James Reston, *The Artillery of the Press: Its Influence on American Foreign Policy* (New York: Harper and Row, Publishers, 1967), 21.

APPENDIX TO CHAPTER 1

¹Interviewed into the record dated January 1947. The Bureau has received no information regarding this and
 Volition, with Conn., 1st issue, page 1 (1947).

²Id.

³U. S. News and World Report, November 22, 1947, p. 1.

⁴Arthur Kirsch, "Mr. Kennedy's Management of the News," *Newsweek*, March 1947, 21.

⁵Also A. Oscar Wolf, *United States*, no date, p. 1. See also, *Extensive Information: The Kirsch and Kennedy* (Washington, D.C.: Center for the Study of the Presidency Press, 1947), 101.

⁶Arthur Kirsch, *Washington Post*, 10 March, 1947, 1.

⁷Official Statement for "Managed News," U. S. News and World Report, April 11, 1947, 14.

⁸The same version, *Washington Post*, 11 April, 1947, 14.

⁹Article before the Senate Committee on Government Operations, with Conn., 1st issue, (1947).

¹⁰Cited in Arthur Kirsch, "The Kirsch and Kennedy," *Washington Post*, 11 April, 1947, 14.

¹¹Washington Post, January 2, 1947.

¹²Arthur Kirsch, *Washington Post*, 10 March, 1947, 1.

¹³Arthur Kirsch, "The Kirsch and Kennedy," *Washington Post*, 11 April, 1947, 14.

¹⁴Washington, "The Kirsch and Kennedy," 11 April, 1947, 14.

¹⁵James Kirsch, "The Kirsch and Kennedy," *Washington Post*, 11 April, 1947, 14.

APPENDIX D

SAMPLES OF LETTERS SENT TO CORRESPONDENTS

May 1970 Letter Sent to Prospective Interviewees

May 18, 1970

Dear /Correspondent's Name/,

[As you know,] I am a graduate student currently working on a master's degree at the University of Wisconsin. I have been granted approval by the School of Journalism to fulfill the thesis requirement by doing a survey research study based on data gathered from military correspondents in Washington, D. C. You might recall I was back in April doing some background work for this effort.

It was during the period I spent on the News Desk in the Navy Office of Information (two years prior to beginning my advanced studies in September, 1969) that I gained an appreciation for the problems encountered in reporting Defense affairs to the public.

To develop further understanding of the news-gathering process in the Pentagon, an extensive survey of pertinent literature was conducted to establish what views were expressed by the media relevant to DOD information activities and military correspondents during the period 1960 through 1969.

It is apparent that a vast amount of diversified material was written "about" the Pentagon as a beat or source; "about" the obstacles in gathering information and reporting Defense Department news; and finally, "about" military correspondents.

This background research revealed two key weaknesses in what the public has been exposed to in this context: (1) the majority of related written material was authored by media representatives who had no direct association with the Pentagon (thus their views were likely based on hearsay or personal opinions, rather than from first-hand experience) and (2) little effort has been made to establish how

SECRET

MEMORANDUM FOR THE SECRETARY OF DEFENSE

Subject: Proposed Revision of the Department of Defense

May 14, 1970

Dear Mr. Secretary:

The proposed revision of the Department of Defense is a very important document. It is a document that will have a major impact on the future of the Department. I have been asked to review the proposed revision and to report to you on my findings. I have done so, and I am pleased to report that the proposed revision is a very good one. It is a document that is well thought out and that is based on a solid foundation of research and analysis. I believe that it is a document that will be of great value to the Department and to the Nation.

It was during the period I spent on the proposed revision that I was able to gain a better understanding of the Department and its needs. I was able to see the Department from the inside, and I was able to see the Department as it is, not as it is perceived to be. This was a very valuable experience, and I am grateful to you for the opportunity to have it.

I have also been able to gain a better understanding of the Department's role in the Nation. I have seen the Department as it is, and I have seen the Department as it should be. I believe that the proposed revision is a document that will help the Department to fulfill its role in the Nation more effectively than it has in the past.

It is my hope that the proposed revision will be accepted and that it will be implemented. I believe that it is a document that will be of great value to the Department and to the Nation. I am sure that you will find it to be a document that is well thought out and that is based on a solid foundation of research and analysis.

I am sure that you will find it to be a document that is well thought out and that is based on a solid foundation of research and analysis. I am sure that you will find it to be a document that is well thought out and that is based on a solid foundation of research and analysis. I am sure that you will find it to be a document that is well thought out and that is based on a solid foundation of research and analysis.

APPENDIX D (Continued)

"they" (the military correspondents themselves) view the subject of the free flow of information from DOD to the public through the media.

The purpose of this study is to identify the BARRIERS, as defined by military news correspondents, in the newsgathering process and to establish how they evaluate their SOURCES of Defense news.

While numerous surveys have been made of other segments of the Washington press corps, there has been only one in-depth study of military correspondents. In 1960, George Underwood completed his analysis, The Washington Military Correspondents (unpublished master's thesis, University of Wisconsin), which constituted an examination of "who" the military reporters were and "how" they operated.

Since the number of military correspondents is relatively small, I think you will agree that a comprehensive, academic analysis will only be realized if the widest number of correspondents agree to participate.

For this reason, I am asking you to spare about 45 minutes for an interview. All data gathered will be presented ANONYMOUSLY. Your name will not appear in connection with responses in the final analysis.

I will be in Washington to conduct the survey from June 8 through June 19. Upon arrival I will personally contact you to discuss arrangements for an interview at your convenience during this period.

You will be making a valued contribution to what I hope will be a significant study to the field of journalism, conducted in a dispassionate manner.

Looking forward to seeing you again in June.

Sincerely,

Doug Strole
Lieutenant Commander, U.S. Navy

"They" (the military) conveyed their views to the subject of the New York of information from 1955 to the public through the media.

The purpose of this study is to identify the
factors, as defined by military and government, in
the development of systems and to establish how they
affect their behavior of D-Force users.

While numerous surveys have been made of the
expenditures of the Washington Great Society, there has been only
one in-depth study of military expenditures. In 1966,
George Washington completed his analysis, The Washington
Military Expenditures (unpublished master's thesis,
University of Washington), which considered an examination
of "who" the military expenditures were and "how" they
were made.

ALBANY, N.Y., Nov. 15 (AP) — A group of about 100 people gathered in the city hall here today to protest the federal government's plan to build a new highway through the city.

For more information, I am sending you to pages 11 and 12 of the report. All data presented will be in the report. Your name will not appear in the report with the name of the firm.

I will be in Washington on Monday and Tuesday. I
will be leaving on Wednesday. I will be back in
Washington on Thursday. I will be back in
Washington on Friday.

1. All of the following are true of the 1950s:
a. The economy was strong and growing.
b. The population was increasing.
c. The government was expanding its role in the economy.
d. The military was increasing its spending.

APPENDIX D (Continued)

September 1970 Letter Sent With Mail-Questionnaires

September 24, 1970

Dear /Correspondent's Name/,

I am a graduate student currently working on a master's degree at the University of Wisconsin. I have been granted approval by the School of Journalism to fulfill the thesis requirement by doing a survey research study based on data gathered from military correspondents in Washington, D. C.

Prior to beginning advanced studies in September, 1969, I spent two years in the Navy's Office of Information as a news officer in the Media Relations Division.

The purpose of this study is to identify the BARRIERS, as defined by military correspondents, in the newsgathering process at the Pentagon and to establish how they evaluate their SOURCES of Defense news.

During a two-week period this summer I completed 29 interviews with newsmen who concentrate primarily on Defense news. Since another trip to Washington is not possible, I have prepared the enclosed questionnaire in an effort to gather data from the remainder of newsmen who cover the military beat.

Since the total number of correspondents who cover the Pentagon is relatively small, I think you will agree that a comprehensive, academic analysis will only be realized if the widest number of newsmen agree to participate. For this reason, I am asking you to spare about 15 minutes to complete the questionnaire.

All data obtained will be presented ANONYMOUSLY. Your name will only appear with the listing of those who contributed to the project. A stamped, addressed return envelope is also enclosed.

You will be making a valued contribution to what I hope will be a significant study to the journalism community, conducted in a dispassionate manner.

2. In a previous meeting concerning meeting on 1
member's letter to the University of Minnesota. I have
been informed approved by the Board of Trustees in
April. The Board requested by being a very recent
study done on this subject that military organizations
in Washington, D.C.

1969, I spent two years in the Navy's Office of Information
in a unit assigned to the Pacific Division.

The purpose of this study is to identify the
factors, as defined by military management, in the
development of the program of the program and to identify the
factors which are likely to be of importance.

During a two-week period this winter I completed 24 interviews with persons who had been in contact with the person named in the above caption. I have reported the results of these interviews in the above caption. The results of the interviews are as follows:

[illegible]

Your name will only appear with the listing of items you
 contributed to the project. A stamped, addressed return
 envelope is also included.

There will be a meeting of the Board of Directors on Thursday, June 14, 1967, at 10:00 A.M. in the Board Room of the Administration Building. The agenda for this meeting is as follows:

APPENDIX D (Continued)

I will be anxiously awaiting your responses to the questionnaire.

Sincerely,

Doug Strole

(Continued) J. S. KENNEDY

I will be extremely grateful for your response to the
questionnaire.

Sincerely,

J. S. Kennedy

APPENDIX E

INTERVIEW SCHEDULE (GUIDE) USED IN JUNE 1970

1. First, do you cover any other agencies in addition to the DOD?

(yes) (no)
(TO Q.2)

- 1a. Which one(s)?

(White House) (Congress) (State) (NASA) (AEC)

(Others: Specify _____)

- 1b. In a usual week, what percentage of your working time is devoted to reporting Defense news?

(less than 25%) (25-50%) (50-75%) (Over 75%)

2. How many years have you been a Washington correspondent?
3. What position did you hold just before being assigned to Washington?
4. When did you begin to cover the Pentagon? _____
5. How frequently do you actually come to the Pentagon during a normal week for the purpose of gathering news?
- (daily) (2-3 times a week) (once a week) (less frequently)
6. During the past year, about what percentage of your military stories would you consider as the result of INTERPRETIVE REPORTING?
- (less than 25%) (25-50%) (50-75%) (over 75%) (all) (DK)
7. Do you believe that most military correspondents have license to be completely objective in the SELECTION and REPORTING of military news or do the editorial policies of their outlets dictate differently?

APPENDIX 2

INTERVIEW SCHEDULE (CONTINUED) PAGE 2 OF 2

1. Please do you cover any other agencies in addition to the above?

(Yes) (No)
() ()

1a. Which one(s)?

(Please name) (Please name) (Please name)

(Please specify)

2. Do you have any other agencies in your area that are not covered by the above?

(Yes) (No) (Please specify)

3. How many years have you been a Washington correspondent?

4. What position did you hold just before being assigned to Washington?

5. How old are you when you joined the Department?

6. How frequently do you currently go to the Department? (Please specify the frequency of your visits)

(Daily) (Weekly) (Monthly) (Other)

7. During the past year, about what percentage of your daily routine would you consider as the result of information received from the Department?

(Please specify the percentage)

8. Do you believe that your daily correspondence is in fact as important as the information received from the Department? (Please specify the importance of your daily correspondence)

APPENDIX E (Continued)

8. Now tell me how important each of the following SOURCES is to you in covering the Pentagon on a routine basis--in terms listed on this CARD (SHOW CARD I).

CARD I

SOURCE	Very Great	Great	Moderate	Little	Very Little
a. Formal news conferences					
b. Military service information organizations					
c. Responses to inquiries					
d. Industry sources					
e. Backgrounders					
f. OASD(PA)					
g. News briefings (e.g., daily 11:00 a.m. brief)					
h. Informal Pentagon sources					
i. Congressional hearings, documents, or individual congressmen					
j. Formal interviews					
k. Other reporters					
l. News releases					
m. Intentional "leaks"					
n. Social gossip					
o. Informal sources in other government agencies					

9. (HAND CARD II)--There may be certain sources that you would PREFER to use, but for some reason cannot. This may force you to use other sources in gathering material for a story. From the categories listed on this card, select your THREE "most PREFERRED" sources, RANKING THEM IN ORDER OF IMPORTANCE.

ANNEX 2 (Continued)

4. How well do the following meet the following needs?
 Is the following the best way to do it?
 Is there a better way to do it?

Need	How well	Is the following the best way to do it?	Is there a better way to do it?
1. General needs			
2. Military needs			
3. Information system			
4. Logistics			
5. Support to			
6. Logistics			
7. Logistics			
8. Logistics			
9. Logistics			
10. Logistics			
11. Logistics			
12. Logistics			
13. Logistics			
14. Logistics			
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99. Logistics			
100. Logistics			

APPENDIX E (Continued)

10. Now RANK the top THREE sources that you ACTUALLY MOST OFTEN UTILIZE.
11. With respect to sheer VOLUME of information you receive, which would be the THREE SOURCES that are most prolific? Again, rank in order, with #1 being the source that produces the greatest volume of information.
12. And finally, of the material obtained from all sources, RANK the THREE that generally provide the most SIGNIFICANT information.

CARD II

	(Q.9)	(Q.10)	(Q.11)	(Q.12)
	Prefer	Actually	Value of Informa-	Signif-
SOURCE	to Use	Utilized	tion	icance
a. Responses to inquiries				
b. Industry sources				
c. Backgrounders				
d. OASD(PA)				
e. News briefings (e.g., daily 11:00 a.m. brief				
f. Informal Pentagon sources				
g. Congressional hearings, documents or congressmen				
h. Formal interviews				
i. Other reporters				
j. News releases				
k. Intentional "leaks"				
l. Social gossip				
m. Informal sources in other Gov't agencies				
n. Formal news conferences				
o. Military service information organ- izations				

APPENDIX E (Continued)

13. In general, how would you describe the military correspondents' ACCESS to Pentagon Official today?
14. What do you think causes officials not to grant interviews or engage in conversations with newsmen?
(SHOW CARD III--USE AS REFERENCE)

CARD III

- ____a. Distrust of correspondents
- ____b. Misunderstanding of media role and/or requirements
- ____c. Ingrained cautiousness
- ____d. Fear of reprisal
- ____e. Shielding by overly-protective subordinates
- ____f. Information officers discourage meeting because of sensitive nature of area to be covered
- ____g. Officials blame media for current unfavorable public opinion toward military
- ____h. Other (SPECIFY): _____

15. FOR THOSE COVERING PENTAGON LONGER THAN TWO YEARS:

Has the accessibility of military and civilian officials increased, stayed about the same, or decreased under the NIXON administration?

(increased) (about the same) (decreased) (DK)

15a. What do you feel has caused this? _____

16. FOR THOSE COVERING PENTAGON LESS THAN TWO YEARS:

From your own recent experience, would you say ACCESSIBILITY is generally increasing, remaining about the same, or decreasing?

(increasing) (about the same) (decreasing) (DK)

16a. What do you feel has caused this? _____

EXHIBIT 2 (Continued)

13. In general, how would you describe the military situation in the region of the conflict today?

14. How do you think the military situation has changed since the conflict began? Please describe the changes in detail.

PART III

1. Describe the military situation.

2. Describe the military situation in the region of the conflict.

3. Describe the military situation.

4. Describe the military situation.

5. Describe the military situation.

6. Describe the military situation in the region of the conflict.

7. Describe the military situation in the region of the conflict.

8. Describe the military situation.

9. Describe the military situation in the region of the conflict.

10. Describe the military situation in the region of the conflict.

11. Describe the military situation in the region of the conflict.

12. Describe the military situation in the region of the conflict.

13. Describe the military situation in the region of the conflict.

14. Describe the military situation in the region of the conflict.

15. Describe the military situation in the region of the conflict.

16. Describe the military situation in the region of the conflict.

APPENDIX E (Continued)

17. Another factor that obviously influences your source selection is CREDIBILITY. For our purposes, CREDIBILITY GAP might be defined as the "lack of confidence--in varying degrees--that the reporter has in the ACCURACY or TRUTHFULNESS of Defense information." In that context, I'll read some sources and you tell me if you evaluate the information transmitted from each in terms listed on this card: (SHOW CARD IV)

CARD IV

SOURCE	CREDIBILITY				
	Almost Always Reliable	Usually Reli- able	Seldom Half the Reli- Time	Never Reli- able	DK
a. Formal inter- views					
b. Backgrounders					
c. Responses to inquiries					
d. Industry sources					
e. News briefings (e.g. daily 11:00)					
f. Congressional hearings, docu- ments, or individual congressmen			[not used after first three days]		
g. Other reporters					
h. News releases					
i. Military service information organizations					
j. Formal news conferences					
k. Informal Pentagon sources					
l. OASD(PA)					
m. Informal sources in other govern- ment agencies					
n. Social gossip					
o. Intentional "leaks"					

APPENDIX E (Continued)

18. In general, how would you rate the CREDIBILITY of DOD officials?
19. Do you feel officials INTENTIONALLY withhold unclassified information from newsmen during interviews?
- 19a. (PROBE: What do you think causes them to withhold such information?)
20. Do you consciously MODIFY information based on your OWN evaluation of source credibility?
- (yes) (no)
(TO Q.21)
- 20a. What forms do such modifications take? _____
21. Do you think most officials are FEARFUL OF REPRISAL if they're CANDID in expressing their views even if they differ with official DOD policy?
- 21a. (IF YES: What do you think has generated this fear?)
- 21b. (PROBE: Any differences between services?)
22. Once ACCESS is gained to an official, does he normally meet your need for information?
23. In general, do you believe the presence of a public affairs officer during an interview is DETRIMENTAL, can ASSIST, or DOESN'T MATTER to the correspondent?
- 23a. (PROBE: In what ways?)
24. Of the interviews you have conducted at the Pentagon, about what percentage were held with a PAO present?
- (less than 25%) (25-50%) (about half) (50-75%)
(more than 75%) (all) (DK)
25. Are you generally SATISFIED with the "routine" performance of the news division (DDI) of OASD(PA)?
- 25a. (PROBE: What are you DISSATISFIED with?)
- 25b. (PROBE: What changes could be made to increase its performance?)

APPENDIX ■ (Continued)

26. (PROBE: Under what circumstances do you work through information organizations--either OASD(PA) or military service information offices--in making contacts with officials?)

27. (PROBE: About what percentage of your contacts with officials are made through information organizations?)

(less than 25%) (25-50%) (about half) (50-75%)

(more than 75%) (all) (DK)

28. (This question discarded after eight interviews. Responses were just alike and it was too time consuming.)

(HAND CARD V)--Now, looking at different source LEVELS in "OSD" (only), rank the levels listed on this card in the order you MOST OFTEN "prefer" to use them in DAY-TO-DAY reporting!

CARD V

SOURCE LEVEL IN OSD	(Q.28) PREFERRED	(Q.29) UTILIZED
a. SECDEF or Deputy SECDEF		
b. ASD(PA) or his Deputies		
c. Other Asst Secretaries of Defense		
d. Lower tier OSD officials		
e. PAOs in OASD(PA)		

29. Rank these same source LEVELS in terms of how you most often actually UTILIZE them. (Enter above)

30. (HAND CARD VI)--On THIS card are five source LEVELS in the military services. Rank in the order you most often PREFER to use them.

CARD VI

SOURCE LEVEL IN SERVICES	(Q.30) PREFERRED	(Q.31) UTILIZED
a. Service Secretaries		
b. Military service chiefs		
c. Information chiefs or deputies		
d. Lesser tier military officers		
e. PAOs in military services		

CHAPTER 2 (Continued)

20. Several weeks after completion of the work through
 the various agencies, the following information was
 received from the various agencies in the various
 offices of the various agencies.

21. Several weeks after completion of the work through
 the various agencies, the following information was
 received from the various agencies in the various
 offices of the various agencies.

22. Several weeks after completion of the work through
 the various agencies, the following information was
 received from the various agencies in the various
 offices of the various agencies.

23. Several weeks after completion of the work through
 the various agencies, the following information was
 received from the various agencies in the various
 offices of the various agencies.

24. Several weeks after completion of the work through
 the various agencies, the following information was
 received from the various agencies in the various
 offices of the various agencies.

25. Several weeks after completion of the work through
 the various agencies, the following information was
 received from the various agencies in the various
 offices of the various agencies.

26. Several weeks after completion of the work through
 the various agencies, the following information was
 received from the various agencies in the various
 offices of the various agencies.

27. Several weeks after completion of the work through
 the various agencies, the following information was
 received from the various agencies in the various
 offices of the various agencies.

28. Several weeks after completion of the work through
 the various agencies, the following information was
 received from the various agencies in the various
 offices of the various agencies.

29. Several weeks after completion of the work through
 the various agencies, the following information was
 received from the various agencies in the various
 offices of the various agencies.

30. Several weeks after completion of the work through
 the various agencies, the following information was
 received from the various agencies in the various
 offices of the various agencies.

31. Several weeks after completion of the work through
 the various agencies, the following information was
 received from the various agencies in the various
 offices of the various agencies.

APPENDIX E (Continued)

31. On a specific issue involving one of the military services, do you most often prefer to get information regarding that service primarily from OASD(PA) or from the SERVICE itself?

(OASD/PA) (Military service) (Both) (Depends)

31a. What makes you prefer one vice the other?

31b. Depends on what?

32. (PROBE: How would you evaluate the overall credibility of OASD(PA) compared to the SERVICE information offices?)

32a. (PROBE: Any differences between the services?)

33. Of the FOLLOWING statements, tell me the extent to which you agree or disagree with each--in terms of the categories on this card. (SHOW CARD VII)

CARD VII

Strongly Agree	Agree	Dis- agree	Strongly Disagree	N.O.
-------------------	-------	---------------	----------------------	------

a. Releases originated by OASD(PA) are VITAL to the newsgathering process.

b. Formal DOD news conferences are held frequently enough.

c. Pentagon correspondents should organize FORMALLY to advance their interests.

d. In general, more AGGRESSIVE reporting is needed by military news correspondents.

e. PAOs in the Pentagon do everything in their power to assist newsmen.

ANNEX 2 (Continued)

11. On a special issue involving you at the Ministry
 advised. Do you have other sources for information
 regarding this matter primarily from 1980/81 on from
 the service itself?

1080/81 (Military service) (Local) (ongoing)

112. What other sources have you used since then?

113. Beyond on what?

12. (From: How would you evaluate the overall credibility
 of sources) compared to the service information
 (1980/81)

114. (From: any differences between the sections)

15. Of the following statements, tell us the extent to
 which you agree or disagree with each one of the
 statements on this card. (Read card VII)

CARD VII

Statement	Agree	Disagree
1. The service is		
2. The service is		
3. The service is		
4. The service is		
5. The service is		
6. The service is		
7. The service is		
8. The service is		
9. The service is		
10. The service is		
11. The service is		
12. The service is		
13. The service is		
14. The service is		
15. The service is		
16. The service is		
17. The service is		
18. The service is		
19. The service is		
20. The service is		
21. The service is		
22. The service is		
23. The service is		
24. The service is		
25. The service is		
26. The service is		
27. The service is		
28. The service is		
29. The service is		
30. The service is		
31. The service is		
32. The service is		
33. The service is		
34. The service is		
35. The service is		
36. The service is		
37. The service is		
38. The service is		
39. The service is		
40. The service is		
41. The service is		
42. The service is		
43. The service is		
44. The service is		
45. The service is		
46. The service is		
47. The service is		
48. The service is		
49. The service is		
50. The service is		
51. The service is		
52. The service is		
53. The service is		
54. The service is		
55. The service is		
56. The service is		
57. The service is		
58. The service is		
59. The service is		
60. The service is		
61. The service is		
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65. The service is		
66. The service is		
67. The service is		
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93. The service is		
94. The service is		
95. The service is		
96. The service is		
97. The service is		
98. The service is		
99. The service is		
100. The service is		

APPENDIX E (Continued)

34. What would you say is the SINGULARLY greatest contribution OASD(PA) makes to the military correspondent?
35. In YOUR opinion, what do DOD policy-makers believe is the PRIMARY mission of OASD(PA)?
36. Excluding the Pentagon, give two government agencies that you find useful when reporting military news.
(PROBE: Which is most important?)
- (White House) (State) (Congress) (NASA) (AEC)
- (other--SPECIFY): _____
37. Would you consider the Pentagon a TIGHTER "beat" than:
- a. STATE Dept. ____yes ____no
b. White House ____yes ____no
c. Congress ____yes ____no
- 37a. (PROBE: Would you consider the Pentagon the tightest beat in town?)
38. Are you generally satisfied with the current Defense information policies and procedures?
- (yes) (no)
(TO Q.39)
- 38a. What are you DISSATISFIED with?) _____
39. Do you consider the present administration as being OPEN?
- 39a. (PROBE: To what extent do you think DOD news policies have been affected by President NIXON's desire to maintain an OPEN ADMINISTRATION?)
(Any changes in OASD/PA?)
40. Concerning the whole issue of BACKGROUNDING--what part do you think it should play in the newsgathering process?
- 40a. Do you think CREDIBILITY increases when more official information is put ON-THE-RECORD?
- 40b. From your experience, which of the following phrases BEST describes DOD backgrounders (either group or individual)? (SHOW CARD VIII)

ANNEX 2 (Continued)

24. What would you say is the EIGHTH most serious problem facing the U.S. in the military context?
25. In your opinion, what is the MOST serious problem facing the U.S. in the military context?
26. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
- (Write name) (Rank) (Priority) (Date)
-
27. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
1. Other () 2. Other () 3. Other () 4. Other () 5. Other ()
28. (Rank) (Rank) (Rank) (Rank) (Rank)
29. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
30. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
31. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
32. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
33. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
34. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
35. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
36. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
37. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
38. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
39. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
40. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
41. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
42. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
43. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
44. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
45. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
46. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
47. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
48. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
49. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).
50. Rank the following five most serious problems in order of priority (1 = most serious, 5 = least serious).

APPENDIX A (Continued)

CARD VIII

- ___a. Obtained valuable information not available anywhere else.
- ___b. Used mostly as a trial balloon.
- ___c. Only a tool for OSD to present THEIR side of an issue.
- ___d. Information offered clarified issues to prevent reporters from inadvertently reporting on classified information.
- ___e. Other: (SPECIFY) _____

40c. If backgrounders were eliminated altogether, what affect would it have on your ability to report military news?

40d. (PROBE: Would you say the current policy of less formal backgrounding with more Defense information kept ON-THE-RECORD is better or worse for the correspondent?)

(better) (about the same) (worse) (E.O.)

40d(1). Why do you feel this way? _____

1. Information should be provided to the public in a timely manner.
2. Information should be provided to the public in a timely manner.
3. Information should be provided to the public in a timely manner.
4. Information should be provided to the public in a timely manner.
5. Information should be provided to the public in a timely manner.
6. Information should be provided to the public in a timely manner.
7. Information should be provided to the public in a timely manner.
8. Information should be provided to the public in a timely manner.
9. Information should be provided to the public in a timely manner.
10. Information should be provided to the public in a timely manner.

104. It is recommended that the following be added to the list of items to be included in the report:

004. [Redacted] would you say the current policy of last
[Redacted] [Redacted] with some [Redacted] information
[Redacted] [Redacted] is [Redacted] or [Redacted] for the
[Redacted]

Lobos, J. (2000). *La casa del viento*. Santiago: Durschlag.

How much have you got? £1000.

APPENDIX E (Continued)

****THIS NEXT SERIES OF QUESTIONS DEALS WITH BARRIERS
ENCOUNTERED IN REPORTING DOD NEWS****

41. On this card (SHOW CARD IX) are general areas that may constitute obstacles. Of these--or any other you may think of--what are the three greatest BARRIERS confronting the military correspondent in covering the Pentagon? ALSO RANK THEM IN ORDER, 1-2-3.

CARD IX

- ___a. Complexity and enormity of DOD.
- ___b. Reluctant attitude of DOD officials to cooperate, meet, and talk with newsmen.
- ___c. "News management" (FOR OUR PURPOSE: attempt to influence presentation of news by suppression, distortion, withholding, etc.)
- ___d. Secrecy or overclassification.
- ___e. Deadlines; lack of time to delve deeply into Defense issues.
- ___f. Difficulty in cultivating and maintaining productive news sources.
- ___g. Lack of adequate background briefings on sensitive or complicated areas.
- ___h. Communications revolution over last decade (e.g., today, an incident is before world-wide public in minutes).
- ___i. Other (SPECIFY): _____

42. SOME CRITICS OF THE DOD NEWS POLICIES DURING THE 1960s HAVE STATED THAT "MUZZLING" THE MILITARY SERVICES--either military officers or information organizations--HAS RESULTED IN A SYSTEM WHICH LEAVES LITTLE ROOM FOR HEALTHY DEBATE ON KEY ISSUES!!

How do you feel about this assertion? _____

- 42a. (PROBE: Do you feel that the CENTRAL CONTROL over news dissemination as it exists today--having military information funnel through OASD(PA)--hinders your ability to cover the Pentagon OR does it help?)

- 42b. (PROBE: What do you think would happen if the military services were given the power to release WHAT they want, WHEN they want, and to WHOM they want?)

APPENDIX E (Continued)

43. Do you feel discriminated against by DOD officials if you report a story CRITICAL to the military establishment? _____

43a. (IF YES: In what ways, e.g., sources cut off, not invited to backgrounders, or what?) _____

44. Both Arthur Sylvester and Phil Goulding have implied that an answer of NO COMMENT has the same meaning to newsmen as a confirmation of the information being checked.

DO YOU AGREE OR DISAGREE THAT "NO COMMENT" IS GENERALLY ACCEPTED AS A CONFIRMATION?

44a. (Question was discarded in order to cut down time of interview.)

IF this WERE true, it might be implied that a government official might be pressured into the falsification of facts in order to avoid risking an international crisis. In this context, do you feel DOD--in certain circumstances--has the right to lie or present distorted facts to avoid using "NO COMMENT"?

(yes) (no) (depends) (DK)

(44a.1. PROBE: How do you account for this discrepancy? What can be done to solve this problem?)

45. THE CONFLICT BETWEEN DOD's NEED FOR MILITARY SECRECY VERSUS THE PUBLIC's RIGHT TO KNOW AND THE MEDIA's DUTY TO REPORT THE NEWS FULLY HAS ALWAYS BEEN A PROBLEM.

In general, do you feel ABUSAS of classification by DOD are INCREASING, DECREASING, or staying ABOUT THE SAME?

(increasing) (decreasing) (about the same) (DK)
(TO Q.46)

45a. What do you think has caused this? _____

46. (HAND CARD X)--How would you describe the use of SECRECY claims by DOD today? THIS CARD CONTAINS A FEW POSSIBLE THOUGHTS.

REMARKS OF THE PRESIDENT

42. The first thing I want to say is that I am very pleased to see you here today. I am sure that you will find this a very interesting and profitable day.

43. I am sure that you will find this a very interesting and profitable day. I am sure that you will find this a very interesting and profitable day.

44. Now I want to say a few words about the future. I am sure that you will find this a very interesting and profitable day. I am sure that you will find this a very interesting and profitable day.

45. Do you think of a day when you will be able to say "I am sure that you will find this a very interesting and profitable day." I am sure that you will find this a very interesting and profitable day.

46. I am sure that you will find this a very interesting and profitable day. I am sure that you will find this a very interesting and profitable day.

47. I am sure that you will find this a very interesting and profitable day. I am sure that you will find this a very interesting and profitable day.

48. I am sure that you will find this a very interesting and profitable day. I am sure that you will find this a very interesting and profitable day.

49. I am sure that you will find this a very interesting and profitable day. I am sure that you will find this a very interesting and profitable day.

50. The first thing I want to say is that I am very pleased to see you here today. I am sure that you will find this a very interesting and profitable day.

51. I am sure that you will find this a very interesting and profitable day. I am sure that you will find this a very interesting and profitable day.

52. I am sure that you will find this a very interesting and profitable day. I am sure that you will find this a very interesting and profitable day.

53. I am sure that you will find this a very interesting and profitable day. I am sure that you will find this a very interesting and profitable day.

54. I am sure that you will find this a very interesting and profitable day. I am sure that you will find this a very interesting and profitable day.

APPENDIX E (Continued)

52. THE PHRASE "news management" HAS BEEN THE TOPIC FOR PRESS CRITICISM EVER SINCE JAMES RESTON COINED THE TERM IN 1955--ALTHOUGH THE ISSUE ITSELF CAN BE TRACED BACK TO THE FIRST GOVERNMENT OR FIRST NEWSPAPER. YET, IT WAS NOT UNTIL 1962, WHEN ARTHUR SYLVESTER OPENLY ADMITTED THAT THE GOVERNMENT "DID IT" WAS THE CRITICISM LOUDEST.

How would YOU define "news management"?

53. To what degree--if any--does "news management" actually interfere with your job of gathering and reporting military news?
54. Do you feel you are adequately briefed--either by news releases, news conferences, or backgrounders--by OSD and the Services to STAY ABREAST OF MAJOR DEFENSE ACTIVITIES?

(yes) (no) (sometimes) (N.O.)
(TO Q.55)

54a. What areas do you feel are weak and why?

55. Unauthorized LEAKS have always plagued DOD officials. To what extent do you feel your ability to report would be hindered if there were NEVER any "leaks"?

(very much) (considerable) (some) (little)
(very little) (none) (DK)

56. The "specialist" reporter in Washington has been criticized as being handicapped because he knows MORE and MORE about less and less. NOW WOULD YOU COMPARE THE SPECIALIST VERSUS THE "GENERALIST" CORRESPONDENT IN WASHINGTON TODAY?

57. In general, how would you rate the caliber of military correspondents (regulars) compared to the rest of the Washington Press Corps?

58. Are you generally satisfied with the routine PERFORMANCE of other military correspondents?

59. FINALLY--I have some background questions to help interpret the data.

FIRST, what is your present age--closest birthday? _____

APPENDIX E (Continued)

60. In what state were you born?_____

61. How long have you been in the field of JOURNALISM? _____

62. How long have you been with your present OUTLET?_____

63. What was the highest grade of schooling you completed?

<u>Grade School</u>								<u>High School</u>				<u>College</u>			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<u>Postgraduate Work</u>															
17 18 19 20															

63a. What was your MAJOR field in college?_____

63b. IF GRADUATED, what degree(s) do you hold?_____

64. IS THERE ANYTHING YOU'D LIKE TO ADD THAT WE HAVE NOT COVERED?_____

(Continued)

60. Is there anyone else you know?
61. How long have you been in the State of Tennessee?
62. How long have you been with your present outfit?
63. What was the highest grade of schooling you completed?
- | Grade School | High School | College |
|--------------|----------------|-------------|
| 1 2 3 4 5 6 | 7 8 9 10 11 12 | 13 14 15 16 |
64. How long have you been in the State of Tennessee?
65. How long have you been with your present outfit?
66. How long have you been with your present outfit?

APPENDIX F

MAIL-QUESTIONNAIRE SENT IN SEPTEMBER 1970

1. What agencies do you cover in addition to the Defense Department?

White House_____ Congress_____ Others: (SPECIFY)_____
State Dept._____ None _____

2. In a usual week, what percentage of your working time is devoted to reporting Defense news?

Less than 25%_____ 25-50%_____ 50-75%_____ More than 75%_____

3. How many years have you been a Washington correspondent?

4. What position did you hold just before being assigned to Washington?

5. When did you begin to cover the Pentagon?_____

6. How frequently do you actually come to the Pentagon during a normal week for the purpose of gathering news?

Daily_____ 2-3 times a week_____ Once a week_____

Less frequently_____

7. Indicate in terms listed below Generally how important each of the SOURCES is to you in covering the Pentagon on a routine basis:

Section 2

1. What species do you cover in addition to the common species?

2. In a small tank, what percentage of your working time do you spend in studying the behavior of the animals?

3. How many years have you been a professional zoologist?

4. What position did you hold from 1950 to 1952?

5. How did you begin to cover the behavior of the animals?

6. How frequently do you actually work in the laboratory?

7. During a recent week, how many of your working hours were spent in the laboratory?

8. How many times a week do you work in the laboratory?

9. How frequently do you actually work in the laboratory?

10. How many times a week do you work in the laboratory?

11. How frequently do you actually work in the laboratory?

12. How many times a week do you work in the laboratory?

APPENDIX F (Continued)

SOURCES	Very Great	Mod- erate	Very Little
a. Formal news conferences			
b. Military service information organizations			
c. Responses to inquiries			
d. Industry sources			
e. Backgrounders			
f. OASD(PA)--as compared to the rest of DOD			
g. News briefings (e.g., daily 11:00 a.m. brief)			
h. Informal Pentagon sources			
i. Congressional hearings, documents, or Congressmen			
j. Formal interviews			
k. Other reporters			
l. News releases			
m. Intentional "leaks"			
n. Social gossip			
o. Informal sources in other government agencies			

8. There may be certain sources that you would PREFER to use, but for some reason cannot. This may force you to use other sources in gathering material for a story. From the categories listed in the table below select your THREE "most preferred" sources--all things being equal--RANKING THEM IN ORDER OF IMPORTANCE (1,2,3).
9. Now rank the top THREE sources that you actually MOST OFTEN UTILIZE.
10. With respect to sheer VOLUME of information you receive, which would be the THREE sources that are the most prolific? Again, rank in order, with #1 being the source that produces the greatest VOLUME of information.
11. And finally, of the material obtained from all sources, rank the THREE that generally provide the most SIGNIFICANT information to you.

APPENDIX F (Continued)

(LIST #1, 2, & 3 for questions 8-11)			
SOURCE	(Q.#8) PREFER TO USE	(Q.#9) ACTUALLY UTILIZED	(Q.#10) VOLUME OF INFOR- MATION
			(Q.#11) SIGNIF- ICANCE OF INFO.
a. Responses to inquiries			
b. Industry sources			
c. Backgrounders			
d. OASD(PA)			
e. News briefings			
f. Informal Pentagon sources			
g. Congressional hearings, documents, or Congressmen			
h. Formal interviews			
i. Other reporters			
j. News releases			
k. Intentional "leaks"			
l. Social gossip			
m. Informal sources in other government agencies			
n. Formal news conferences			
o. Military service information organizations			

12. In general, how would you describe the military correspondents' ACCESS to Pentagon officials today?

Poor___ Fair___ Adequate___ Good___ Excellent___

13. (FOR THOSE COVERING THE PENTAGON LONGER THAN TWO YEARS)

Has the ACCESSIBILITY of military and civilian officials increased, stayed about the same, or decreased under the NIXON administration?

Increased___ Stayed about the same___ Decreased___

13a. What do you feel has caused this?_____

APPENDIX F (Continued)

14. What do you think causes officials not to grant interviews or engage in conversations with newsmen? (If more than one list in order.)

- ___a. Distrust of correspondents
- ___b. Misunderstanding of media role and/or requirements
- ___c. Ingrained cautiousness
- ___d. Fear of reprisal
- ___e. Shielding by overly-protective subordinates
- ___f. Information officers and/or officials discourage meeting because of sensitive nature of area to be covered
- ___g. Officials blame media for current unfavorable public opinion toward military
- ___h. Other (SPECIFY): _____

15. Another factor that obviously influences your source selection is CREDIBILITY. "Credibility Gap" might be defined as the "lack of confidence--in varying degrees--that the reporter has in the ACCURACY or TRUTHFULNESS of information."

In that context, evaluate the information transmitted from each of the following sources in the terms listed below:

APPENDIX 2 (Continued)

14. That in your kind opinion officials are to great extent
likely to engage in conversations with persons (11)
other than one (in order)
 - a. History of conversations
 - b. Identification of individuals with whom conversations
are taking place
 - c. Time of contact
 - d. Location of conversations
 - e. Information obtained from officials during conversations
regarding persons of connection known to have been in
contact
 - f. Whether there will be contact with persons
likely to be known to military
 - g. Other (Specify)
-
15. Further, having been advised that persons are being
detained in custody, "voluntarily" or "under duress"
defined as the "lack of choice" in varying degrees
under the report and in the interests of the Government
of information
 - In that event, review the information submitted
from one of the following sources as the same may be
desired
 - a. Source of information
 - b. Source of information
 - c. Source of information
 - d. Source of information
 - e. Source of information
 - f. Source of information
 - g. Source of information
 - h. Source of information
 - i. Source of information
 - j. Source of information
 - k. Source of information
 - l. Source of information
 - m. Source of information
 - n. Source of information
 - o. Source of information
 - p. Source of information
 - q. Source of information
 - r. Source of information
 - s. Source of information
 - t. Source of information
 - u. Source of information
 - v. Source of information
 - w. Source of information
 - x. Source of information
 - y. Source of information
 - z. Source of information

APPENDIX F (Continued)

SOURCES	CREDIBILITY					DK
	Almost Always Reli- able	Usually Reli- able	Reliable Half the Time	Seldom Reli- able	Never Reli- able	
a. Industry sources						
b. Congressional hearings, docu- ments, or congressmen						
c. Other reporters						
d. Social gossip						
e. Sources in other government agencies						
f. OASD(PA) officials						
g. Military service information organ- ization officials						
h. Other DOD officials						
i. Other military service officials						

16. In general, once ACCESS is gained to an official, describe how he normally meets your need for information.

Completely____ Amply____ Adequately____ Marginally____

Inadequately____

17. Do you feel the presence of a monitor during an interview is DETRIMENTAL, can ASSIST, or DOESN'T MATTER to the military correspondent?

Detrimental____ Can assist____ Doesn't matter____

18. Of the interviews you have conducted at the Pentagon--those set up through formal channels--about what percentage were held with a monitor present?

Less than 25%____ 25-50%____ About half____ 50-75%____

More than 75%____

19. Of the following statements, describe the extent to which you agree or disagree with each in the terms listed below:

[illegible]

APPENDIX F (Continued)

	Strongly Agree	Agree-	Dis-	Strongly Disagree
a. Releases originated by OASD(PA) are VITAL to the newsgathering process at the Pentagon.				
b. Formal DOD news conferences are held frequently enough.				
c. Pentagon correspondents should organize FORMALLY to advance their interests.				
d. In general, more AGGRESSIVE reporting is needed by military news correspondents.				
e. Public affairs officers in the Pentagon generally do everything in their power to assist newsmen.				
f. Credibility increases when more official information is put ON-THE-RECORD.				
g. "Muzzling" of the military services by DOD during the 1960s has resulted in a system which leaves little room for healthy debate on key Defense issues.				
h. "No Comment" generally has the same meaning to newsmen as a confirmation of the information being checked.				

20. What would you say is the SINGULARLY greatest contribution OASD(PA) makes to the military correspondent?

APPENDIX F (Continued)

21. As a source of information, would you consider the Pentagon a TIGHTER "beat" (more difficult to get information) than:

- | | | |
|----------------|--------|-------|
| a. White House | ___yes | ___no |
| b. State Dept. | ___yes | ___no |
| c. Congress | ___yes | ___no |

21a. From your experience, would you consider it the most difficult beat in Washington to cover?

___yes ___no

22. Do you feel the DOD is more "open" under this administration?

Yes___ no___ about the same___

22a. What do you think caused this?

23. Would you say the current policy of less formal back-grounding with more Defense information kept ON-THE-RECORD is better or worse for the military correspondent?

Better___ About the same___ Worse___

23a. Why do you feel this way?_____

24. LISTED BELOW are general areas that may constitute obstacles or barriers. Of these--or any you may think of--what are the three greatest barriers confronting the military correspondent in covering the Pentagon? Please rank them in order, 1-2-3.

- ___a. Complexity and enormity of the DOD.
- ___b. Reluctant attitude of DOD officials to cooperate, meet, and talk with newsmen.
- ___c. "News management" (FOR OUR PURPOSE: attempt to influence presentation of news by suppression, distortion, withholding, etc.)
- ___d. Secrecy or overclassification.
- ___e. Deadlines; lack of time to delve deeply into Defense issues.
- ___f. Difficulty in cultivating and maintaining productive news sources.
- ___g. Lack of adequate background briefings on sensitive or complicated areas.
- ___h. Communications revolution over last decade (e.g.,

22. Is a review of information, would not consider the
 "Review of Information" (see above) to be
 information?

lat	wpj	white wood	2
oc	wpc	white pine	3
cc	wsc	white oak	7

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DATE 08-11-2010 BY 60322/UC/LP

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DATE 08-28-2001 BY 60322 UCBAW

11. Would you say the current policy of lease renewal is
grounded with your current information? Yes or No?
Grounded is better as were for the safety
concerns.

11. These bills are general laws that are considered
enacted on January 1, 1967, or any day in the
month of January, 1967, and the date of the
enactment is the date of the enactment.

Reference is made to the fact that the Commission has not yet received any information from the Government of the Republic of the Congo regarding the situation of the Commission's mandate in the country.

...and the ...

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and a 100% increase in the number of people who are able to afford a home.

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Experiments were conducted with the following conditions:

APPENDIX F (Continued)

today, an incident is before world-wide public in minutes).

i. Other (SPECIFY): _____

25. Do you feel that the central control over news dissemination as it exists today--having military information funnel through OASD(PA)--hinders your ability to cover the Pentagon or does it help?

Hinders____ Makes no difference____ Helps____

26. Do you feel you are adequately briefed--either by news releases, briefings, or backgrounders--by DOD officials and the military services to stay abreast of major Defense activities?

Yes____ No____ Only at times____

26a. What areas do you feel are weak and why?_____

27. In general, how would you rate the caliber of military correspondents ("regulars") compared to the rest of the Washington press corps?

28. Most of the time would you say you are generally satisfied with the routine PERFORMANCE of other military correspondents (both the regulars and those covering other agencies in addition to DOD)?

Yes____ No____

- 28a. How do you feel they are not performing satisfactorily and why?

-BACKGROUND QUESTIONS-

29. What is your present age--to closest birthday?_____
30. In what state were you born?_____
31. How long have you been in the field of JOURNALISM?_____
32. How many years have you been with your present media outlet?_____

INTERVIEW 2 (Continued)

Today, my position is between Washington and Berlin in
Germany.

1. Other activity

22. Do you feel that the Soviet Union is now in a
position as it was today--during military
operations (about 1941-1945)--to handle your
policy to cover the foreign or home in policy?

Answer: I have no difficulty. I have.

23. Do you feel you are adequately protected--either by your
information, intelligence, or background--by the officials
and the military service in your present or former
position?

Yes. No. Only at times.

24. What kind of work do you feel you work and why?

25. In general, how would you rate the quality of military
intelligence (intelligence) compared to the rest of the
intelligence service?

26. How do you feel you are generally well-
informed with the military intelligence of other military
intelligence (about the military and those serving
other countries in relation to you)?

Yes. No.

27. How do you feel you are and continuing working-
daily and why?

-Continued Interview-

28. What is your present age--to which category?

29. In what area would you work?

30. How long have you been in the field of intelligence?

31. How long have you been with your present military
service?

APPENDIX F (Continued)

33. Please circle the highest grade of schooling you completed.

<u>Grade School</u>	<u>High School</u>	<u>College</u>
1 2 3 4 5 6 7 8	9 10 11 12	13 14 15 16
<u>Postgraduate Work</u>		
17 18 19 20		

33a. What was your MAJOR field? _____

33b. IF GRADUATED: What degree(s) do you hold?

****REMARKS****

APPENDIX 2 (Continued)

21. Please check the highest grade of schooling you completed.

Grade School	High School	College
1 2 3 4 5 6 7 8	9 10 11 12	13 14 15 16

22. What was your usual trade?

23. If you were a student, what subject(s) do you study?

2000

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Statement of Assets for the year ended 31st March 1954

Assets of the Company as at 31st March 1954

Fixed Assets: £100,000

Current Assets: £200,000

Total Assets: £300,000

Continued on next page

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1. The first part of the document is a letter from the author to the reader, explaining the purpose of the study and the methods used. The letter is dated 1968 and is addressed to the reader.

100-101

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1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific information required.

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